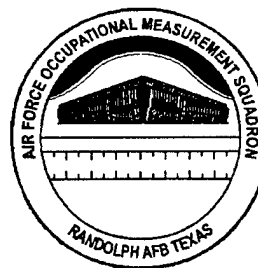




**UNITED STATES
AIR FORCE**



OCCUPATIONAL SURVEY REPORT



**COMMUNICATIONS – COMPUTER SYSTEMS
PLANNING AND IMPLEMENTATION**

AFSC 3C3X1

OSSN: 2401

JUNE 2000

**OCCUPATIONAL ANALYSIS PROGRAM
AIR FORCE OCCUPATIONAL MEASUREMENT SQUADRON
AIR EDUCATION and TRAINING COMMAND
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86 MSS/DPMAT	3		3	
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81 TRG/CCVT (825 HERCULES STREET, STE 101, KEESLER AFB MS, 39534-2037)	1		1	

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PREFACE

This report presents the results of an Air Force Occupational Survey of the Communications-Computer Systems Planning and Implementation career ladder, Air Force Specialty Code (AFSC) 3C3X1. Authority for conducting occupational surveys is contained in AFI 36-2623. Computer products used in this report are available for use by operations and training officials.

Mr. Scott Vap developed the survey instrument used for this study. Ms. Jeanie Guesman provided computer-programming support and Ms. Dolores Navarro provided administrative support. First Lieutenant David W. May analyzed the data and wrote the final report. This report has been reviewed and approved by Lieutenant Colonel Roger W. Barnes, Chief, Airman Analysis Section, Occupational Analysis Flight, Air Force Occupational Measurement Squadron (AFOMS).

Copies of this report are distributed to Air Staff sections, major commands, and other interested training and management personnel. Additional copies are available upon request to AFOMS/OMYXI, 1550 5th Street East, Randolph Air Force Base, Texas 78150-4449, or by calling DSN 487-5543. For information on the Air Force occupational survey process or other on-going projects, visit our web site at <http://www.omsq.af.mil>.

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SUMMARY OF RESULTS

1. **Survey Coverage:** The Communications-Computer Systems Planning and Implementation career ladder was surveyed to provide current job and task data for use in updating career ladder documents and training programs. Survey results are based on responses from 571 Active Duty (AD) and Air National Guard (ANG) members accounting for 56 percent of the total surveyed population.

2. **Specialty Jobs:** Four clusters and four independent jobs were identified in the 3C3X1 structure analysis accounting for 84 percent of the total sample. The remaining 16 percent did not fall into any of the identified jobs and clusters. The Plans/Implementations Cluster encompassed the largest percentage of this career ladder. Respondents from this cluster perform the core work of the 3C3X1 specialty, from planning and implementation to requirements analysis and identification. The second largest group identified was the Automated Data Processing Equipment (ADPE) Management Cluster. Members from this cluster are predominantly ANG and perform tasks largely set apart from the rest of the career ladder. Other groups identified include the Unit Deployment Manager Cluster, Financial/Contracting Cluster, CSIR Monitor Job, Requirements Processing Job, Training Superintendent Job, and Architecture/Integration Superintendent Job.

3. **Career Ladder Progression:** AFSC 3C3X1 personnel progress atypically through the career ladder. Only a small number of DAFSC 3C331 members are in this career ladder (most jobs require at least a 5-skill level). Mainly 5- and 7-skill level members perform the core work. There is some broadening into management and supervisory tasks for the 7-skill levels, but not as pronounced as in other career ladders. At the 9-skill level, members perform high-level planning and coordination activities and spend a low amount of time supervising. ANG 9-skill level members perform many training tasks as well.

4. **Training Analysis:** A match of the survey data to the current STS revealed some minor discrepancies, but conclusions were difficult to draw based on the lack of performance-based STS items and a lack of usable Training Emphasis data. Several sub-areas of the STS were identified as possibly needing proficiency coding due to tasks performed by high percentages of the career ladder. Also, several tasks not matched to the STS were identified for possible inclusion in the STS because of high percent members performing. Overall however, the STS was well supported by the matched tasks.

5. **Job Satisfaction:** Job satisfaction indicators, although slightly lower in some respects than comparative career ladders, have remained about the same over time. Since the previous OSR, there have been some noticeable decreases in reenlistment intentions for both the first and second enlistment groups. Very few other differences are noted however.

6. **Implications:** The current AFSC 3C3X1 career ladder structure reflects an atypical job progression, few changes in job satisfaction, and a current job description. Some areas of the STS should be reviewed, and a small number of areas may need to be added. Most AD personnel are performing requirements processing and implementation activities while many ANG members are performing ADPE management activities.

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**OCCUPATIONAL SURVEY REPORT (OSR)
COMMUNICATIONS-COMPUTER SYSTEMS
PLANNING AND IMPLEMENTATION
(AFSC 3C3X1)**

INTRODUCTION

This report is an analysis of occupational survey data from the Communications-Computer Systems (C-CS) Planning and Implementation career ladder conducted by the Air Force Occupational Measurement Squadron (AFOMS). Authority for conducting occupational surveys is contained in AFI 36-2623. Computer products used in this report are available for use by operations and training officials. The last OSR pertaining to this career ladder was published in October 1997. The data contained herein will be used to identify current utilization patterns among AFSC 3C3X1 personnel and evaluate career ladder documents and training programs.

Background

According to AFMAN 36-2108, *Airman Classification*, AFSC 3C3X1, 3-, 5-, 7-, and 9-skill level members manage, supervise, and perform C-CS planning and implementation activities. They serve as a focal point for base C-CS planning. They manage implementation of C-CS projects and ensure C-CS architecture, configuration, and integration conformity. In addition, they manage C-CS and services contracts.

AFSC 3C3X1 students attend course number E3ABR3C331-002 – Communications – Computer Systems Planning and Implementation Apprentice, at Keesler AFB MS for 5 weeks and 1 day. This course provides training for personnel in C4 systems and DoD and AF planning program/project management. It also provides an introduction to C4 systems technology including computer setup and operation, interoperability, peripheral devices, networks, and base wide C4 cable systems. Finally, it explains relationships between support agreements, contracts, plans, and C4 systems infrastructure.

Entry into this career ladder currently requires an Armed Services Vocational Aptitude Test Battery (ASVAB) aptitude requirement of General 58 and a Strength Factor requirement of "G" (weight lift of 40 lbs.). The entrants must also be eligible for a SECRET security clearance.

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SURVEY METHODOLOGY

Inventory Development

The data collection instrument for this occupational survey was USAF Job Inventory (JI) Occupational Survey Study Number (OSSN) 2401, dated September 1999. A tentative task list was prepared after reviewing pertinent career ladder publications and directives, pertinent tasks from the previous survey instrument, and data from the last OSR. The preliminary task list was refined and validated through personal interviews with 57 subject-matter experts (SMEs) at the following training location and operational installations:

<u>BASE</u>	<u>UNIT VISITED</u>
Keesler AFB MS	333 TRS/TTF
Eglin AFB FL	96 CG/SCXR
Hurlburt Field FL	HQ AFSOC/SCP
Peterson AFB CO	ASSPC CSS/SCIC
Davis-Monthan AFB AZ	355 CS/SCX
Scott AFB IL	AFCA/XPFS
Tinker AFB OK	38 EIW/CG
AFOMS	SKT Team

The resulting JI contained a comprehensive listing of 477 tasks grouped under 11 duty headings. Also included was a background section requesting information such as grade, base, MAJCOM assigned, organizational level, component status, job title, functional area, work schedule, equipment used, and number of personnel in shop.

Survey Administration

From October 1999 through January 2000, base-training offices at operational units worldwide administered the inventory to eligible AFSC 3C3X1 personnel. Job incumbents were selected from a computer-generated mailing list obtained from personnel data tapes maintained by the Air Force Personnel Center, Randolph AFB TX.

Each individual surveyed first completed a background information section (see above) and then progressed to a Duty-Task section in which each task performed by the incumbent in his/her current job was checked. After completion, each incumbent then went back and indicated relative time spent on each task as compared to all other tasks performed. This was accomplished by utilizing a 9-point scale in which a "1" indicated a relatively small percentage of time spent, and a "9" indicated a relatively high percentage.

To determine relative time spent for each task checked, all of the incumbent's ratings were first summed, and the resulting total was used as a divisor for each rating. The resulting number was then multiplied by 100 to get a relative time spent rating for each task.

Survey Sample

Personnel were selected to participate in this survey to ensure an accurate representation across major commands (MAJCOMs) and military paygrade groups. All eligible AD and ANG AFSC 3C3X1 personnel were mailed survey disks. All AFSC 3C3X1 personnel were considered eligible unless they were in one of the following categories: (1) hospitalized during administration period; (2) in transition for a permanent change of station; (3) retiring during administration period; (4) in their job for less than 6 weeks.

Table 1 reflects the percentage distribution, by MAJCOM, of personnel assigned to the AFSC 3C3X1 career ladder, followed by the percent sampled. Table 2 reflects the paygrade and Duty AFSC (DAFSC) distribution for 3C3X1 personnel.

TABLE 1
COMMAND REPRESENTATION OF
AFSC 3C3X1 SURVEY SAMPLE

MAJCOM	PERCENT OF ASSIGNED	PERCENT OF SAMPLE
AFMC	11	13
ACC	10	11
AETC	6	9
AMC	6	9
USAFE	6	7
AFSPC	5	6
PACAF	4	5
AIA	3	3
AFSOC	1	1
AFCIC	1	1
AWS	1	1
ANG	43	31
OTHER*	3	3

* Other includes: USAFA, AFRC, AFPC, AFTAC, 11WG, EUR, USSOUTHCOM, USSTRATCOM, and ELM.

TABLE 2
PAYGRADE/DAFSC REPRESENTATION
OF SURVEY SAMPLE

GRADE	PERCENT OF ASSIGNED	PERCENT OF SAMPLE
E-1 - E-3	5	7
E-4	19	17
E-5	25	27
E-6	21	20
E-7	22	22
E-8	7	6
E-9	1	1
DAFSC		
3C331	3	4
3C351	43	45
3C371	44	42
3C391	10	9

TOTAL ASSIGNED* = 1,117

TOTAL ELIGIBLE** = 1,025

TOTAL IN SURVEY = 571

PERCENT OF ASSIGNED IN SAMPLE = 51%

PERCENT OF SURVEYED IN SAMPLE = 56%

*	Assigned strength as of October, 1999
**	Excludes personnel in PCS, student, or hospital status, or less than 6 weeks on the job

In Table 1, it is evident that the ANG is slightly underrepresented in this survey. Due to the nature of their work schedules though, this is not uncommon. This also tends to raise the sample representation of the other MAJCOMs. The fact that the numbers are never more than 2 or 3 percent off the actual however, shows that this sample is indeed representative. This is even more conclusively shown in Table 2, where both paygrade and duty AFSC (DAFSC) sample representation very closely mirrors the actual career ladder distribution.

Task Factor Administration

Job descriptions alone usually do not provide sufficient data for making decisions about career ladder documents or training programs. Task factor information is needed for a complete analysis of the career ladder. To obtain the needed task factor data, selected senior AFSC 3C3X1 personnel (generally E-6 or E-7 craftsmen) also completed a second disk entitled either "Training Emphasis" (TE) or "Task Difficulty" (TD). These disks were processed separately from the JIs and the information gathered was used in a number of different analyses within this report.

Training Emphasis (TE): TE is a rating of the amount of emphasis that should be placed on tasks in entry-level training. The AFSC 3C3X1 NCOs who completed TE disks were asked to select tasks they felt should be taught to entry level (1-48 months in service) personnel in some sort of structured training. Structured training is defined as training provided at resident technical schools, field training detachments (FTD), mobile training teams (MTT), formal on-the-job-training (OJT), or any other organized training method. The NCOs were next asked to indicate how much training emphasis these tasks should receive, from 1 (extremely low emphasis) to 9 (extremely high emphasis). Based on strict requirements regarding the reliability of this data, agreement among the 3C3X1 raters was found to be unacceptable. Due to this, training emphasis ratings are not included in this report.

Task Difficulty (TD): TD is an estimate of the average amount of time needed for a member to learn each task satisfactorily. The 53 AFSC 3C3X1 NCOs who completed TD disks were asked to rate the difficulty of each task using a 9-point scale (extremely low to extremely high). Interrater reliability was acceptable for the task difficulty ratings. Ratings were standardized so tasks have an average difficulty of 5.00 and a standard deviation of 1.00. Any task with a TD rating of 6.00 or above is considered to be difficult to learn.

When used in conjunction with the primary criterion of percent members performing, these ratings can provide insight into first-enlistment personnel training requirements. Such insights may suggest a need for lengthening or shortening portions of instruction supporting entry-level jobs.

SPECIALTY JOBS

Career Ladder Structure

To accurately analyze any career field, it becomes necessary to first identify the specific jobs being accomplished by the members of that career field. In order to do this, the analyst utilizes the Comprehensive Occupational Data Analysis Program (CODAP) to create an individual job description (case) for each respondent based on the tasks performed and relative amount of time spent by the respondent on these tasks.

The CODAP automated job clustering program compares all of the individual job descriptions, and then groups these cases by similarities in response. Based on the amount of similarity between cases, CODAP will either add new members to this initial group or form new groups which are slightly broader in scope.

The basic group used in the hierarchical clustering process is the Job. When two or more jobs have a substantial degree of similarity, but are distinct in nature, they may be grouped together and identified as a Cluster. Following this logic, the structure of the career ladder is then defined in terms of jobs and clusters of jobs.

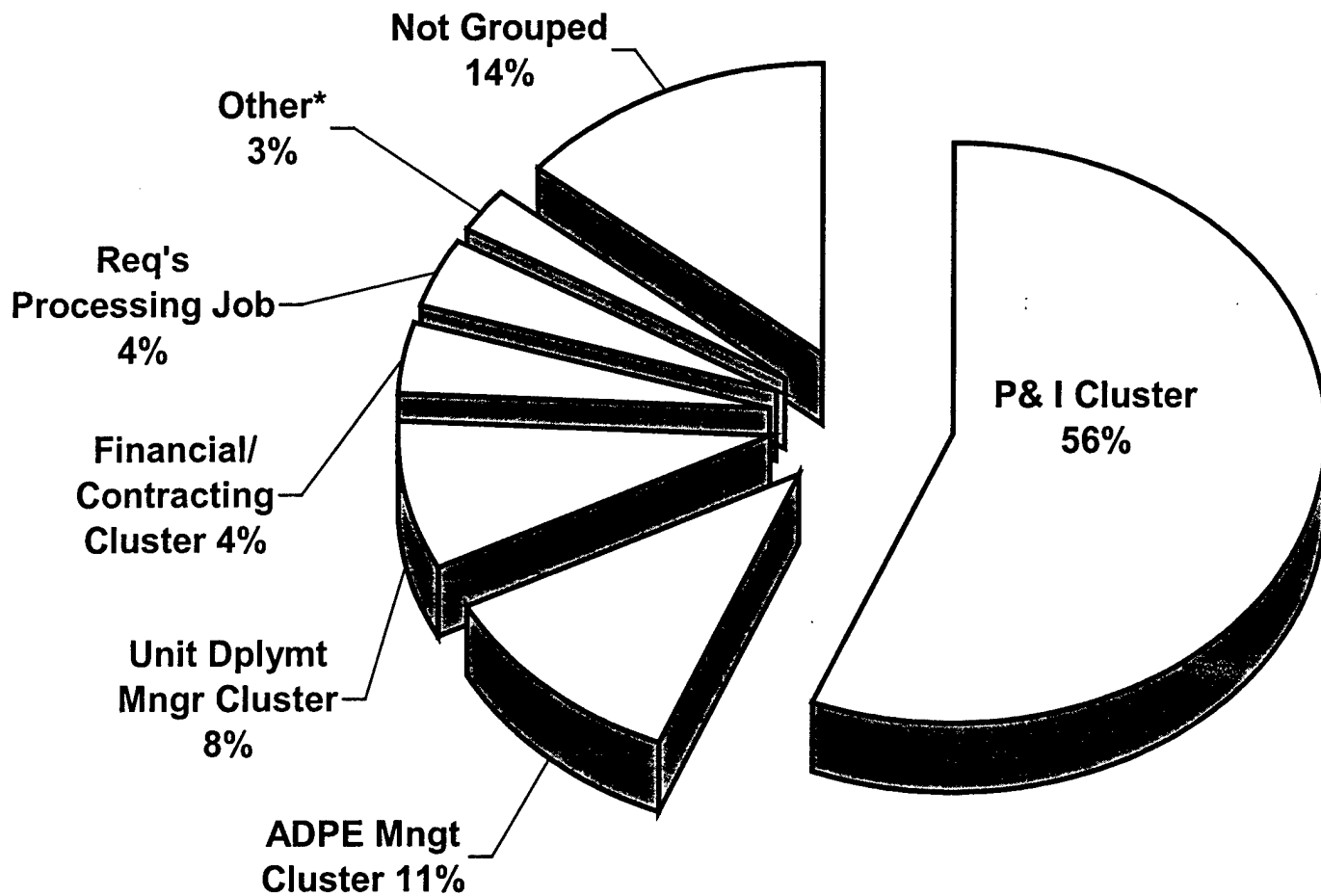
Overview of AFSC 3C3X1 Jobs

Based on analysis of the data received, four clusters and four independent jobs were identified within this career ladder. Figure 1 illustrates the jobs performed by AFSC 3C3X1 personnel. A listing of the specialty job structure is provided below. The stage (STG) number shown beside each title references computer printed information, the letter "N" indicates the number of personnel in each group.

- A. Plans/Implementations Cluster (STG061, N=321)
- B. ADPE Management Cluster (STG039, N=65)
- C. Unit Deployment Manager Cluster (STG030, N=47)
- D. Financial/Contracting Cluster (STG038, N=23)
- E. Requirements Processing Job (STG069, N=21)
- F. CSIR Monitor Job (STG083, N=5)
- G. Architecture/Integration Superintendent Job (ST084, N=5)
- H. Unit Training Superintendent Job (STG105, N=5)

The respondents forming these jobs account for 86 percent of the survey sample. The remaining 14 percent, because of dissimilarities with the rest of the career ladder, did not group into any of these jobs. Examples of job titles for not grouped personnel include "Weather Communications", "NCOIC Manpower/Audits", and "Y2K Project Manager".

AFSC 3C3X1 CAREER LADDER SPECIALTY JOBS
(N = 571)



*Other includes: CSIR Monitor Job, Architecture/Integration Superintendent Job, and Training Superintendent Job

FIGURE 1

Group Descriptions

Following are brief descriptions of the clusters and jobs identified during the career ladder structure analysis. Table 3 presents the relative time spent on duties by members of these specialty jobs. Selected background data for these jobs are provided in Table 4. Representative tasks for all groups are contained in Appendix A.

I. PLANS/IMPLEMENTATIONS CLUSTER (STG 061). The 321 airmen performing within this job (56 percent of the survey sample) represent the core of the career ladder. They perform a wide range of activities with most of their time (31 percent) spent within duty area C, Performing C4 Systems Implementation Activities, as is shown in Table 3. Five distinct jobs were identified within this cluster and will be discussed below. The average number of tasks performed by this group is 157. Typical tasks performed include:

- Brief commanders, staff, or appropriate agencies on status of C4 projects
- Advise customers on status of requirements documents
- Coordinate site surveys with appropriate agencies
- Assist customers in completing requirements documents
- Coordinate C4 project support requirements with appropriate agencies
- Request technical solutions for C4 requirements
- Brief commanders, staff, or appropriate agencies on status of C4 requirements
- Coordinate project support agreements (PSAs) with appropriate agencies
- Review C4 requirements

Referring to Table 4, one can see that about 47 percent of these members are at the 7-skill level, 39 percent at the 5-skill level, 11 percent at the 9-skill level and the remaining 3 percent at the 3-skill level. Seventy-nine percent of these airmen are AD averaging over 13 ½ years total active federal military service (TAFMS). The predominant paygrades of this cluster are E-5 and E-7.

The first job identified within this cluster was the Requirements Processing Manager Job. This job is typified by such tasks as "Advise customers on status of requirements documents", and "Process C4 requirements". Most of these members time is spent performing C4 systems implementation activities and processing C4 systems requirements. The 13 personnel performing this job are all active duty.

The second job identified within this cluster was the Base-Level Planning Job. The 11 members of this group spend their time performing C4 planning activities. Distinguishing tasks include "Conduct C4 planning meetings", "Coordinate C4 planning documents such as blueprints, with systems telecommunications engineering managers (STEMs)", and "Participate in technical surveys". Once again, this group is all AD.

Another job identified within this cluster was that of Implementation Manager. Ten members were identified as performing this job. Typical tasks performed by these members include "Brief commanders, staff, or appropriate agencies on status of C4 projects", "Coordinate

installation team arrivals with appropriate agencies", and "Coordinate allied support with appropriate agencies". The vast majority of the top tasks performed by this group include some type of coordination. These tasks include coordination of materials, permits, actions, requests, etc.

A fourth job within this cluster was the Project Manager Job. This job accounted for the bulk of the members within this cluster (269) and was also the most common job title for the career ladder as a whole. These members perform a relatively high number of tasks, and the tasks are highly varied to include all those previously mentioned. In addition, members perform "Coordinate site surveys with appropriate agencies" to a high degree.

The final job found within this cluster was the Branch Chief Job. As could be surmised, the majority of these 10 members time is spent performing management and supervisory tasks. Tasks performed include "Write or indorse performance reports or supervisory appraisals", "Plan briefings, conferences, or workshops", "Direct training activities", and "Conduct C4 planning meetings".

II. ADPE MANAGEMENT CLUSTER (STG 039). The 65 members found within the ADPE management cluster spend 44 percent of their time (see Table 3) performing ADPE management tasks found within Duty G (more time than they spend in any other duty area). Ninety-one percent of this group are ANG (see Table 4) and represent a large portion of the ANG members of this career ladder. An average of 53 tasks are performed by these members and typically include the following.

- Inventory ADPE
- Assist equipment custodians conducting inventories of ADPE
- Evaluate excess ADPE
- Audit ADPE upon receipt
- Maintain ADPE account files
- Update information processing management system (IPMS) databases
- Maintain ADPE equipment custodian listings (ECLs)
- Arrange preinstallation storage or post removal of ADPE

Table 4 shows that while the majority (58 percent) of the members of this cluster are 5-skill level, 38 percent are performing at the 7-skill level as well, and the remaining 4 percent are at the 9-skill level. Predominant paygrade for this group is E-4, but only by a slight margin over the E-5s.

The first job identified within this cluster was the ADPE Tech Job. The 34 members performing this job spend a very high percent of their time performing ADPE management tasks such as "Inventory ADPE", "Assist equipment custodians conducting inventories of ADPE", and "Maintain ADPE account files".

The other job found in the ADPE Management Cluster was the ADPE Manager Job. What really sets these 22 members apart from the ADPE Tech Job however, is the higher average number of tasks and variety of tasks performed by these members. In addition to the ones mentioned above, ADPE Managers also "Advise customers on status of requirements documents", "Process ADPE for defense reutilization and marketing service (DRMS)", and "Assist customers in completing requirements documents".

III. UNIT DEPLOYMENT MANAGER CLUSTER (STG 030). Forty-seven DAFSC 3C3X1 members make up this cluster. Table 3 shows these personnel typically spend the majority of their time (53 percent) performing tasks from Duty H, Performing Mobility, Deployment, and Contingency Activities. The main tasks they perform however, focus on the identification, evaluation, and coordination of personnel, for mobility exercises or deployments. They perform an average of 67 tasks that typically include the following:

- Identify personnel, equipment, and supply requirements for mobility exercises or deployments
- Identify personnel, equipment, and supply shortfalls for mobility exercises or deployments
- Establish or maintain mobility folders
- Perform actual or exercise deployment activities, such as attending concept briefings or inspecting mobility bags
- Coordinate personnel, equipment, and supply requirements for mobility exercises or deployments with affected agencies
- Evaluate personnel, equipment, and supply availability and readiness for mobility exercises or deployments
- Perform UDM duties in support of deployment control center (DCC)
- Brief assigned personnel on deployment responsibilities
- Schedule and track deployment training

Members of this cluster perform mostly at the 5-skill level (60 percent) and the predominant paygrade for this group is E-5 (see Table 4). Eighty-nine percent of this group is stationed within the CONUS, and 34 percent are supervising. Two jobs were found within this group.

The first job identified was the Unit Deployment Manager Job with 37 members. These incumbents performed such tasks as "Identify personnel, equipment, and supply shortfalls for mobility exercises or deployments", and "Perform UDM duties in support of deployment control center (DCC)." In addition to mobility and deployment tasks, they also perform a small amount of C4 systems implementation tasks and nearly all are AD.

The other job identified within this cluster was the ANG Unit Deployment Manager Job with five members. These members are all ANG and perform only about one third as many tasks as the other Unit Deployment Manager Job group. None of the tasks they perform are specific to them as a group, but the few tasks they perform are nearly all mobility or deployment related with the top task being "Maintain mobility bags".

IV. FINANCIAL/CONTRACTING CLUSTER (STG 038). The final cluster identified was the small 23 member Financial/Contracting Cluster. Table 3 shows the members of this cluster spend the greatest percentage of their time (28 percent) performing tasks from Duty E, Managing C4 Systems Financial and Contracted Services. These members are all AD and often called themselves, Acquisition and Implementation Project Managers. They perform an average of 48 tasks that typically include the following.

- Assist customers in completing requirements documents
- Identify unfunded requirements
- Identify C4 unfunded requirements
- Brief commanders, staff, or appropriate agencies on status of C4 requirements
- Process funding documents
- Research information or data utilizing computer networks, such as the internet or world wide web or CD ROMs
- Review budget requirements
- Brief commanders, staff, or appropriate agencies on status of architecture or integration actions
- Write trip reports
- Analyze proposed technical solutions

Table 4 shows that the members of this cluster are 70 percent 7-skill level and have a fairly high TAFMS of 14 ½ years. They are also mostly E-6 or E-7 (60 percent), so this makes them on average, higher in paygrade as a group than the other identified clusters. Despite this fact, only 13 percent report supervising. Three distinct jobs were identified.

The first job identified was the C4 Analyst Job. The five members performing this job spend most of their time performing tasks to include, "Establish or track milestone schedules", "Analyze C4 capabilities", "Analyze C4 program progress schedules", "Compare C4 requirements against architecture", and "Analyze proposed technical solutions".

Another job identified within this cluster was the Resource Manager Job. These five members perform such tasks such as the processing of funding documents and C4 requirements. They also identify unfunded requirements, review budget requirements, and assist customers in completing requirements documents.

The final job identified for this cluster was the five member Contracting Job. These members typically "Initiate requests for contract modifications", "Initiate contract renewal actions", "Participate in contractor meetings", and "Maintain contract files." Evident is the heavy emphasis on contracting related tasks.

V. REQUIREMENTS PROCESSING JOB (STG 069). Twenty-one members make up the Requirements Processing Job. This group spends nearly 70 percent of their time (refer to Table 3) performing tasks from Duty B. They perform all facets of (mainly C4) requirements processing. They differ from the Requirements Processing Manager Job in the much lower average number of tasks they report performing (only 19), as well as the fact that they are not as diverse. All common tasks centered on requirements processing.

- Process C4 requirements
- Advise customers on status of requirements documents
- Assist customers in completing requirements documents
- Review C4 requirements
- Maintain requirements documents control logs or databases
- Compile data for C4 requirements documents
- Request technical solutions for C4 requirements
- Obtain technical solutions for C4 requirements
- Process technical solutions for C4 requirements

These members are 90 percent active duty with a fairly low average TAFMS of 4 ½ years (see Table 4). Most are E-3 or E-4 and 67 percents have attained the 5-skill level. Only 5 percent of this group report supervising and all are within the CONUS.

VI. CSIR MONITOR JOB (STG 083). The next job identified independent of any clusters was the CSIR Monitor Job. As shown in Table 3, these five members spend a large percentage (42 percent) of their time performing tasks from Duty D, Performing C4 Systems Ancillary Activities. A review of the tasks peculiar to this group shows a high emphasis on the managing of C4 Systems Installation Records (CSIRs). They perform an average of 25 tasks such as the following.

- Manage or maintain CSIR programs
- Maintain CSIRs files
- Maintain CSIRs drawing indexes
- Coordinate review of CSIRs drawings with appropriate agencies
- Verify accuracy of CSIRs drawing indexes
- Establish CSIRs files
- Maintain CSIRs transmittal suspense logs
- Complete transmittal documents or letters for CSIRs
- Perform certifications review of CSIRs drawings

Forty percent of this group are ANG (see Table 4). All these members are stationed within the CONUS and paygrade is either E-4 or E-5. All but one (3-skill level) are performing at the 5-skill level. None of this group report supervising.

VII. ARCHITECTURE/INTEGRATION SUPERINTENDENT JOB (STG 084). One of the more senior groups identified was the five member Architecture/Integration Superintendent Job. This small group spends 42 percent (Table 3) of their time performing tasks from Duty K, Performing General Administrative and Equipment Activities. They perform an average of only about 20 tasks that typically include the following.

- Research information or data utilizing computer networks such as the INTERNET or WWW or CD ROMs
- Initiate correspondence
- Plan briefings, conferences, or workshops
- Review drafts of instructions, manuals, or other directives
- Write trip reports
- Write minutes of general briefings, conferences, or meetings
- Safeguard classified materials or documents
- Brief commanders, staff, or appropriate agencies on status of architecture integration actions

Examining Table 4, twenty percent of these members are E-7, while the remaining eighty percent is split equally between either E-6 or E-8 paygrade. Sixty percent are performing at the 7-skill level, while the rest are at the 9-skill level. Only 20 percent of this group report supervising and only 20 percent are stationed outside the CONUS. All are AD and the average TAFMS for this group is over 20 years.

VIII. UNIT TRAINING SUPERINTENDENT JOB (STG 105). The five members of this job spend the majority of their time (48 percent) performing supervisory and management activities (Duty I). They also tend to perform a relatively large amount (29 percent) of time performing training activities as well (see Table 3). All reported supervising, and of the 33 average number of tasks performed, the most common were these:

- Maintain training records or files
- Evaluate personnel for promotion, demotion, reclassification, or special awards
- Inspect personnel for compliance with military standards
- Initiate actions required due to substandard performance of personnel
- Determine training requirements
- Monitor CDC progress
- Counsel trainees on training progress
- Write recommendations for awards or decorations

The incumbents of this group were 40 percent ANG, which is somewhat surprising considering the amount of training tasks they perform. Table 4 shows their predominant paygrade as E-7. Most are performing at the 7- or 9-skill level (60 and 40 percent respectively) and all are stationed within the CONUS.

TABLE 3

RELATIVE PERCENT TIME SPENT ON
DUTIES BY SPECIALTY CLUSTERS AND JOBS

DUTY AREA	Plans/ Impl Cluster STG061 (N=321)	ADPE Mngt Cluster STG039 (N=65)	Unit/Dpl't Mngr Cluster STG030 (N=47)	Financial/ Contracting Cluster STG038 (N=23)
A. PERFORMING COMMAND, CONTROL, COMMUNICATIONS, AND COMPUTER (C4) SYSTEMS ARCHITECTURE, INTEGRATION, AND PLANNING	12	5	3	16
B. PROCESSING C4 SYSTEMS REQUIREMENTS	12	9	5	16
C. PERFORMING C4 SYSTEMS IMPLEMENTATION ACTIVITIES	31	6	12	19
D. PERFORMING C4 SYSTEMS ANCILLARY ACTIVITIES	7	3	4	2
E. MANAGING C4 SYSTEMS FINANCIAL AND CONTRACTED SERVICES	6	3	1	28
F. PERFORMING MANPOWER MANAGEMENT ACTIVITIES	1	-	1	1
G. MANAGING AUTOMATED DATA PROCESSING EQUIPMENT (ADPE)	3	44	-	1
H. PERFORMING MOBILITY, DEPLOYMENT, AND CONTINGENCY ACTIVITIES	5	12	52	1
I. PERFORMING MANAGEMENT AND SUPERVISORY ACTIVITIES	12	5	9	7
J. PERFORMING TRAINING ACTIVITIES	5	2	3	1
K. PERFORMING GENERAL ADMINISTRATIVE AND EQUIPMENT ACTIVITIES	6	10	9	8

“-“ = Less than one percent

TABLE 3 (CONTINUED)

RELATIVE PERCENT TIME SPENT ON
DUTIES BY SPECIALTY CLUSTERS AND JOBS

DUTY AREA	Req.'s Processing Job STG069 (N=21)	CSIR Monitor Job STG083 (N=5)	Arch/Int Sup't Job STG084 (N=5)	Unit Trng Sup't Job STG105 (N=5)
A. PERFORMING COMMAND, CONTROL, COMMUNICATIONS, AND COMPUTER (C4) SYSTEMS ARCHITECTURE, INTEGRATION, AND PLANNING	12	8	16	1
B. PROCESSING C4 SYSTEMS REQUIREMENTS	70	10	-	0
C. PERFORMING C4 SYSTEMS IMPLEMENTATION ACTIVITIES	9	20	8	2
D. PERFORMING C4 SYSTEMS ANCILLARY ACTIVITIES	1	42	0	-
E. MANAGING C4 SYSTEMS FINANCIAL AND CONTRACTED SERVICES	1	0	3	11
F. PERFORMING MANPOWER MANAGEMENT ACTIVITIES	0	0	1	0
G. MANAGING AUTOMATED DATA PROCESSING EQUIPMENT (ADPE)	2	15	0	0
H. PERFORMING MOBILITY, DEPLOYMENT, AND CONTINGENCY ACTIVITIES	2	0	0	-
I. PERFORMING MANAGEMENT AND SUPERVISORY ACTIVITIES	1	2	26	47
J. PERFORMING TRAINING ACTIVITIES	0	-	4	29
K. PERFORMING GENERAL ADMINISTRATIVE AND EQUIPMENT ACTIVITIES	2	2	41	9

“-“ = Less than one percent

TABLE 4

SELECTED BACKGROUND DATA FOR SPECIALTY CLUSTERS AND JOBS

	Plans/ Implementations Cluster STG061	ADPE Mngt Cluster STG039	Unit Depl't Mngr Cluster STG030	Financial/ Contracting Cluster STG038
NUMBER IN GROUP	321	65	47	23
PERCENT OF SAMPLE	56%	11%	8%	4%
PERCENT IN CONUS	75%	92%	89%	91%
<u>SKILL-LEVEL DISTRIBUTION:</u>				
3C331	3%	0	2%	0
3C351	39%	58%	60%	30%
3C371	47%	38%	34%	70%
3C391	11%	4%	4%	0
<u>COMPONENT STATUS:</u>				
ACTIVE DUTY	79%	9%	72%	100%
AIR NATIONAL GUARD	21%	91%	28%	0
<u>ADDITIONAL INFORMATION:</u>				
PREDOMINANT GRADE (S)	E-5/7	E-4/5	E-5	E-6/7
AVERAGE MONTHS IN CAREER FIELD	75	58	83	101
AVERAGE TAFMS*	166	*	144	176
PERCENT WITH 1-48 MOS IN CAREER FIELD	39%	46%	35%	17%
PERCENT SUPERVISING	59%	23%	34%	13%
AVERAGE NUMBER OF TASKS PERFORMED	157	53	67	48

* TAFMS not used for ANG jobs

TABLE 4 (CONTINUED)

SELECTED BACKGROUND DATA FOR SPECIALTY CLUSTERS AND JOBS

	Reqmt's Processing Job STG069	CSIR Monitor Job STG044	Arch/Int Sup't Job STG084	Unit Training Sup't Job STG105
NUMBER IN GROUP	21	10	5	5
PERCENT OF SAMPLE	4%	2%	1%	1%
PERCENT IN CONUS	100%	100%	80%	100%
<u>SKILL-LEVEL DISTRIBUTION:</u>				
3C331	29%	10%	0	0
3C351	67%	90%	0	0
3C371	4%	0	60%	60%
3C391	0	0	40%	40%
<u>COMPONENT STATUS:</u>				
ACTIVE DUTY	90%	50%	100%	60%
AIR NATIONAL GUARD	10%	50%	0	40%
<u>ADDITIONAL INFORMATION:</u>				
PREDOMINANT GRADE (S)	E-3/4	E-4/5	E-6/8	E-7
AVERAGE MONTHS IN CAREER FIELD	30	51	120	86
AVERAGE TAFMS	56	85	246	198
PERCENT WITH 1-48 MOS IN CAREER FIELD	76%	70%	0	0
PERCENT SUPERVISING	5%	0	20%	100%
AVERAGE NUMBER OF TASKS PERFORMED	19	18	20	33

TABLE 5

SPECIALTY JOB COMPARISON BETWEEN CURRENT AND 1997 SURVEYS

CURRENT SURVEY (N=571)		1997 SURVEY (N=708)
Plans/Implementations Cluster		Project Manager Cluster/ Plans and Implementation Job
ADPE Management Cluster		ADPE Manager Cluster
Unit Deployment Manager Cluster		Mobility Manager Job
Financial/Contracting Cluster		Financial and Contracted Services Job/ Resource Advisor Job
Requirements Processing Job		System Requirements Processing Manager Job
CSIR Monitor Job		CSIR Manager Job
Unit Training Superintendent Job		<i>Not Matched</i>
Architecture/Integration Superintendent Job		<i>Not Matched</i>
<i>Not Matched</i>		Engineering and Installation Manager Job
<i>Not Matched</i>		LAN Manager Job

Table 5 above shows a comparison between the current and past surveys. Although there are changes, the major (Plans/Implementations) cluster identified within the career field does have an equivalent cluster and job match in the past survey. Some of the changes evident include a much larger group of unit deployment managers in the current survey than (mobility managers in the previous). Of the jobs that were not matched, these are very small groups that sometimes do not show up in the surveys for any number of reasons. Also, though not mentioned above, a Supervisor Cluster was found in the previous survey. In the current survey, the supervisors are mainly within the major clusters and did not fall out into a separate group. This would seem to indicate that senior members are performing many of the technical tasks of the career ladder well into their careers. One other reason may be the lower number of members in both the sample and the career ladder.

ANALYSIS OF DAFSC GROUPS

An analysis of DAFSC groups, in conjunction with the analysis of the career ladder structure, is an important part of each occupational survey. The DAFSC analysis identifies differences in tasks performed at the various skill levels. This information may then be used to evaluate how well career ladder documents, such as the AFMAN 36-2108 *Airman Classification*, Specialty Description and the Career Field Education and Training Plan (CFETP), reflect what career ladder personnel are actually doing in the field.

A somewhat atypical pattern of progression is noted within the AFSC 3C3X1 career ladder. There are very few personnel performing at the 3-skill level. Most members doing the core work of the career ladder tend to be at the 5- or even 7-skill level, while the true high level management and planning tasks are performed by 9-skill level members. It should be noted however that there is a marked increase in the amount of time that members spend performing management and supervisory activities as members move from both the 5- to 7- and 7- to 9- skill levels. There is also a noticeable drop in the amount of time members spend performing the requirements processing tasks of Duty C and CSIR related tasks of Duty D as members move up in skill level.

Skill-Level Descriptions

DAFSC 3C331. Representing only 3 ½ percent of the survey sample, these 20 AD airmen perform an average of 52 tasks. The greatest percentage of this group (45 percent) works in the Plans/Implementations Cluster (see Table 6), with another 30 percent within the Requirements Processing Job.

Table 7 reflects the percent time spent on duties by DAFSC 3C331 personnel. At this level, the largest part of their time (57 percent) is divided equally between processing C4 requirements activities (Duty B) and performing C4 systems implementation (Duty C) activities. Representative tasks performed by these members are listed in Table 8. The most common task is "Assist customers in completing requirements documents", with 70 percent of the career ladder performing.

DAFSC 3C351. The 261 members of this group account for 46 percent of the survey sample and along with the 7-skill level members represent the core of the career ladder. They perform an average of 79 tasks. Forty-eight percent work within the Plans/Implementations Cluster (refer to Table 9). This percentage jumps up to 62 when examining only the AD members in column 2, but drops down considerably for the ANG members. The next largest 5-skill level representation occurs with the ADPE Management Cluster where about 17 percent of these members perform. Once again, a large disparity between AD 5-skill levels and ANG members is evident. The ADPE Management Cluster makes up 47 percent of the ANG 5-skill level representation. Across the board, the AD members are performing a wider range of activities, however, 30 percent of the ANG members were not grouped which could possibly explain why this occurs.

Table 10 provides a comparison of the relative time spent on duties for the career groups at the 5-skill level. It is evident that ANG personnel devote much more of their time (29 percent) to performing ADPE management activities (Duty G) than do their AD counterparts (2 percent) who spend the majority of their time performing Duty C, Performing C4 Systems Implementation Activities (31 percent). Several other disparities exist as well. These show up mainly in the Duty B, Processing C4 Systems Requirements, activities in which AD members tend to spend more of their time (17 percent), and the contingency, deployment, and mobility activities of Duty H where ANG members tend to spend a higher percentage of their time (15 percent). Overall, AD members' relative percent time spent on duties tends to be slightly more diverse than the ANG members.

Tables 11-13 list representative tasks performed by each component of DAFSC 3C351 personnel. Table 14 reflects those tasks which best differentiate the AD 3-skill levels from the 5-skill levels. This table shows no tasks favoring 3-skill level members. Many of the tasks highly favoring the 5-skill level members are the coordination tasks of Duty C. Table 15 shows the tasks that best distinguish between AD 5-skill levels and their ANG 5-skill level counterparts. These tables clearly show AD members performing more C4 systems implementation tasks than the ANG members. In addition, also shown is the much larger amount of ADPE management tasks that the ANG 3C351s perform.

DAFSC 3C371. These 241 members perform an average of 126 tasks and represent 42 percent of the survey sample. Table 16 shows 63 percent of these members perform in the Plans/Implementation Cluster. However, the ADPE Management Cluster also has 10 percent of all 7-skill level members due mainly to the prevalence of ANG 3C371s (34 percent) in this group. Also, 9 percent of AD 7-skill levels were performing within the Financial/Contracting Cluster, but there were no ANG members within this cluster.

Table 17 reflects the percent time spent on duties by DAFSC 3C371 members. Here again, many of the same differences noted for the AD and ANG 5-skill level members are evident for the 7-skill level members as well. Unlike the 3C351 members, however, the DAFSC 3C371 AD and ANG members show little difference in time spent in Duty B, Processing C4 Requirements, but greater differences in the Performing C4 Architecture, Integration, and Planning Activities of Duty A; and the supervisory and management activities of Duty I.

Representative tasks performed by 7-skill level members are reflected in Tables 18-20. Many briefing/administrative and requirements processing tasks are evident for the AD members while ANG members' tasks tend to focus on ADPE management, with some requirements processing as well. Table 21 reflects the tasks that differentiate between AD 5- and 7-skill level members. The management and supervisory tasks of Duty I clearly dominate this table, and no tasks were shown highly favoring 5-skill level members. Table 22 compares AD and ANG 7-skill level members. Many more AD members than ANG are performing briefing, coordinating, and planning tasks while many more ANG members are performing ADPE management tasks.

DAFSC 3C391. Forty-nine 9-skill level members were included in this survey sample. Considering the size of the career field, this is a fairly high number. It is noted that 36 of these

members were found to be ANG while only 13 were found to be AD. In examining Table 23, the overwhelming majority of both groups were found within the Plans/Implementations Cluster, while a small percentage of the rest were found within the ADPE Management Cluster, the Unit Deployment Management Cluster, the Architecture/Integration Superintendent Job, and the Training Superintendent Job.

Table 24 gives duty areas along with time spent for the 9-skill level groups. Notable differences favoring AD members includes Duty A, Performing C4 Systems Architecture, Integration, and Planning; and Duty, K Performing General Administrative and Equipment Activities. Differences favoring ANG 9-skill level groups include Duty G, Managing ADPE; Duty H, Performing Mobility, Deployment, and Contingency Activities; and (although somewhat unusual for ANG members) Duty J, Performing Training Activities.

Tasks common to most DAFSC 3C391s are given in tables 25-27. While "Prepare briefs for commanders or staff" was the most common task to both groups, the AD 9-skill level members tended to perform more C4 planning activities, and the ANG members more training and training administration tasks. Table 28 presents tasks that differentiate the most between the 7- and 9-skill levels. Although the differences are not great, more 7-skill level members are performing training, equipment, and administrative activities, while more 9-skill levels perform a greater amount of high-level C4 planning and implementation type tasks. Table 29 shows the tasks with the most differential between AD and ANG; more AD members perform Duty A tasks, while more ANG members perform Duty G, H, and J tasks.

Summary

Progression in the C-CS Planning and Implementation career ladder follows a slightly irregular pattern of requirements processing at the 3-skill level, with a broadening into planning and implementation tasks at the 5-skill level. At the 7-skill level, members begin performing supervision and management tasks to a notable degree, but are still performing many of the core tasks and work of the career ladder. Finally, at the 9-skill level, AD members are performing high-level planning and implementation activities, while ANG 9 levels are performing many training tasks. ANG members also perform a high amount of ADPE management at every skill level.

TABLE 6

DISTRIBUTION OF DAFSC 3C331 GROUP MEMBERS ACROSS SPECIALTY JOBS
(PERCENT RESPONDING)

<u>SPECIALTY JOBS</u>	<u>ACTIVE 3C331 (N=20)</u>
Plans/Implementations Cluster	45
ADPE Management Cluster	0
Unit Deployment Manager Cluster	5
Financial/Contracting Cluster	0
Requirement Processing Job	30
CSIR Monitor Job	0
Architecture/Integration Superintendent Job	0
Unit Training Superintendent Job	0
<i>Not Grouped</i>	20

TABLE 7

RELATIVE PERCENT TIME SPENT ON DUTIES
BY DAFSC 3C331 MEMBERS

<u>DUTIES</u>	<u>ACTIVE 3C331 (N=20)</u>
A. PERFORMING COMMAND, CONTROL, COMMUNICATIONS, AND COMPUTER (C4) SYSTEMS ARCHITECTURE, INTEGRATION, AND PLANNING	15
B. PROCESSING C4 SYSTEMS REQUIREMENTS	29
C. PERFORMING C4 SYSTEMS IMPLEMENTATION ACTIVITIES	28
D. PERFORMING C4 SYSTEMS ANCILLARY ACTIVITIES	12
E. MANAGING C4 SYSTEMS FINANCIAL AND CONTRACTED SERVICES	4
F. PERFORMING MANPOWER MANAGEMENT ACTIVITIES	-
G. MANAGING AUTOMATED DATA PROCESSING EQUIPMENT (ADPE)	-
H. PERFORMING MOBILITY, DEPLOYMENT, AND CONTINGENCY ACTIVITIES	4
I. PERFORMING MANAGEMENT AND SUPERVISORY ACTIVITIES	2
J. PERFORMING TRAINING ACTIVITIES	-
K. PERFORMING GENERAL ADMINISTRATIVE AND EQUIPMENT ACTIVITIES	4

“-“ = Less than one percent

TABLE 8

REPRESENTATIVE TASKS PERFORMED
BY AD DAFSC 3C331 PERSONNEL

TASKS		PERCENT MEMBERS PERFORMING (N=20)
B0047	Assist customers in completing requirements documents	70
B0062	Process C4 requirements	65
B0046	Advise customers on status of requirements documents	65
B0049	Compile data for C4 requirements documents	65
B0066	Review C4 requirements	65
A0032	Prepare briefs for commanders or staff	55
B0065	Request technical solutions for C4 requirements	55
B0060	Maintain requirements documents control logs or databases	50
B0051	Conduct C4 requirements meetings	50
A0030	Participate in C4 planning meetings	50
B0053	Coordinate C4 requirements with appropriate agencies	45
B0061	Obtain technical solutions for C4 requirements	45
A0004	Analyze proposed technical solutions	45
A0010	Conduct C4 planning meetings	45
C0071	Brief commanders, staff, or appropriate agencies on status of C4 projects	45
C0093	Coordinate project support agreements (PSAs) with appropriate agencies	45
A0002	Analyze C4 capabilities	45
D0184	Maintain CSIRs files	40
D0183	Maintain CSIRs drawing indexes	40
C0086	Coordinate installation team activities with appropriate agencies	40
C0076	Coordinate C4 project support requirements with appropriate agencies	40
A0005	Brief commanders, staff, or appropriate agencies on status of architecture or integration actions	40
C0091	Coordinate project funding issues with appropriate agencies	40
C0082	Coordinate customer requests for engineering and installation (E&I) assistance with appropriate agencies	40
B0048	Brief commanders, staff, or appropriate agencies on status of C4 requirements	40
C0087	Coordinate installation team arrivals with appropriate agencies	40
B0057	Draft C4 requirements documents	40
C0157	Review PSAs	40
C0083	Coordinate digging permits with appropriate agencies	40
C0104	Ensure installation records are updated at project completion	40
C0106	Establish or maintain C4 program or project files	35
C0090	Coordinate milestone schedules with appropriate agencies	35
A0039	Review C4 planning documents, such as blueprints	35
C0070	Arrange support requirements for visiting teams, such as transportation, billeting, or administrative support	35
A0024	Identify shortfalls in C4 services	35
C0078	Coordinate completed program actions, such as equipment accountability transfers, with appropriate agencies	35
B0063	Process technical solutions for C4 requirements	35
C0096	Coordinate site surveys with appropriate agencies	35
D0201	Process BCE work orders	35
D0204	Track status of BCE work order requests	35
Average Number of Tasks Performed = 52		

TABLE 9

DISTRIBUTION OF DAFSC 3C351 GROUP MEMBERS ACROSS SPECIALTY JOBS
(PERCENT RESPONDING)

<u>SPECIALTY JOBS</u>	<u>TOTAL 3C351 (N=261)</u>	<u>ACTIVE 3C351 (N=188)</u>	<u>ANG 3C351 (N=73)</u>
Plans/Implementations Cluster	48	62	10
ADPE Management Cluster	17	2	47
Unit Deployment Manager Cluster	11	12	7
Financial/Contracting Cluster	3	4	0
Requirement Processing Job	5	6	3
CSIR Monitor Job	2	2	3
Architecture/Integration Superintendent Job	0	0	0
Unit Training Superintendent Job	0	0	0
<i>Not Grouped</i>	14	12	30

TABLE 10

RELATIVE PERCENT TIME SPENT ON DUTIES
BY DAFSC 3C351 GROUPS

<u>DUTIES</u>	<u>ALL 3C351 (N=261)</u>	<u>ACTIVE 3C351 (N=188)</u>	<u>ANG 3C351 (N=73)</u>
A. PERFORMING COMMAND, CONTROL, COMMUNICATIONS, AND COMPUTER (C4) SYSTEMS ARCHITECTURE, INTEGRATION, AND PLANNING	10	11	8
B. PROCESSING C4 SYSTEMS REQUIREMENTS	15	17	9
C. PERFORMING C4 SYSTEMS IMPLEMENTATION ACTIVITIES	25	31	11
D. PERFORMING C4 SYSTEMS ANCILLARY ACTIVITIES	8	8	7
E. MANAGING C4 SYSTEMS FINANCIAL AND CONTRACTED SERVICES	4	5	2
F. PERFORMING MANPOWER MANAGEMENT ACTIVITIES	1	1	-
G. MANAGING AUTOMATED DATA PROCESSING EQUIPMENT (ADPE)	9	2	29
H. PERFORMING MOBILITY, DEPLOYMENT, AND CONTINGENCY ACTIVITIES	11	9	15
I. PERFORMING MANAGEMENT AND SUPERVISORY ACTIVITIES	6	7	4
J. PERFORMING TRAINING ACTIVITIES	3	3	2
K. PERFORMING GENERAL ADMINISTRATIVE AND EQUIPMENT ACTIVITIES	8	6	12

“-“ = Less than one percent

TABLE 11
REPRESENTATIVE TASKS PERFORMED
BY ALL DAFSC 3C351 PERSONNEL

TASKS		PERCENT MEMBERS PERFORMING (N=261)
B0046	Advise customers on status of requirements documents	67
B0047	Assist customers in completing requirements documents	66
B0062	Process C4 requirements	56
B0065	Request technical solutions for C4 requirements	54
B0066	Review C4 requirements	53
B0048	Brief commanders, staff, or appropriate agencies on status of C4 requirements	53
C0096	Coordinate site surveys with appropriate agencies	52
B0061	Obtain technical solutions for C4 requirements	51
A0030	Participate in C4 planning meetings	51
C0071	Brief commanders, staff, or appropriate agencies on status of C4 projects	51
C0093	Coordinate project support agreements (PSAs) with appropriate agencies	51
C0087	Coordinate installation team arrivals with appropriate agencies	51
C0076	Coordinate C4 project support requirements with appropriate agencies	50
C0074	Coordinate allied support with appropriate agencies	50
A0032	Prepare briefs for commanders or staff	49
C0110	Implement actions for delivery, issue, receipt, disposal, inventory, or storage of C4 materials	48
B0049	Compile data for C4 requirements documents	48
C0086	Coordinate installation team activities with appropriate agencies	48
B0063	Process technical solutions for C4 requirements	47
A0004	Analyze proposed technical solutions	46
C0091	Coordinate project funding issues with appropriate agencies	46
C0075	Coordinate C4 acceptance inspections with appropriate agencies	46
C0070	Arrange support requirements for visiting teams, such as transportation, billeting, or administrative support	46
B0053	Coordinate C4 requirements with appropriate agencies	45
C0106	Establish or maintain C4 program or project files	45
C0160	Track and report status of allied support	45
C0126	Participate in site surveys, other than preimplementation site surveys	45
A0031	Participate in technical surveys	45
C0124	Participate in preinstallation site surveys	45
B0064	Request engineering assistance for C4 requirements	45
B0060	Maintain requirements documents control logs or databases	44
C0078	Coordinate completed program actions, such as equipment accountability transfers, with appropriate agencies	44
A0010	Conduct C4 planning meetings	44
B0058	Identify C4 unfunded requirements	44
C0082	Coordinate customer requests for engineering and installation (E&I) assistance with appropriate agencies	44
C0128	Participate in preimplementation site surveys	43
C0083	Coordinate digging permits with appropriate agencies	43
C0143	Process PSAs with appropriate agencies	42

Average Number of Tasks Performed = 79

TABLE 12
REPRESENTATIVE TASKS PERFORMED
BY AD DAFSC 3C351 PERSONNEL

TASKS	PERCENT MEMBERS PERFORMING (N= 188)
B0046 Advise customers on status of requirements documents	74
B0047 Assist customers in completing requirements documents	72
B0065 Request technical solutions for C4 requirements	66
C0071 Brief commanders, staff, or appropriate agencies on status of C4 projects	66
C0096 Coordinate site surveys with appropriate agencies	66
C0087 Coordinate installation team arrivals with appropriate agencies	65
B0048 Brief commanders, staff, or appropriate agencies on status of C4 requirements	64
C0093 Coordinate project support agreements (PSAs) with appropriate agencies	64
B0062 Process C4 requirements	63
C0074 Coordinate allied support with appropriate agencies	63
C0076 Coordinate C4 project support requirements with appropriate agencies	63
A0032 Prepare briefs for commanders or staff	62
B0061 Obtain technical solutions for C4 requirements	61
C0086 Coordinate installation team activities with appropriate agencies	61
B0066 Review C4 requirements	60
A0030 Participate in C4 planning meetings	60
C0091 Coordinate project funding issues with appropriate agencies	60
C0075 Coordinate C4 acceptance inspections with appropriate agencies	59
C0160 Track and report status of allied support	58
C0070 Arrange support requirements for visiting teams, such as transportation, billeting, or administrative support	58
C0124 Participate in preinstallation site surveys	57
B0053 Coordinate C4 requirements with appropriate agencies	55
B0049 Compile data for C4 requirements documents	55
C0126 Participate in site surveys, other than preimplementation site surveys	55
B0064 Request engineering assistance for C4 requirements	55
C0083 Coordinate digging permits with appropriate agencies	55
B0063 Process technical solutions for C4 requirements	54
C0157 Review PSAs	54
C0106 Establish or maintain C4 program or project files	54
C0143 Process PSAs with appropriate agencies	54
C0128 Participate in preimplementation site surveys	54
C0077 Coordinate C4 systems testing with appropriate agencies	54
C0082 Coordinate customer requests for engineering and installation (E&I) assistance with appropriate agencies	54
A0004 Analyze proposed technical solutions	53
A0010 Conduct C4 planning meetings	53
C0090 Coordinate milestone schedules with appropriate agencies	52
B0058 Identify C4 unfunded requirements	52
C0078 Coordinate completed program actions, such as equipment accountability transfers, with appropriate agencies	52
C0110 Implement actions for delivery, issue, receipt, disposal, inventory, or storage of C4 materials	52
C0107 Establish or track milestone schedules	51
C0104 Ensure installation records are updated at project completion	51
A0031 Participate in technical surveys	51
Average Number of Tasks Performed = 90	

TABLE 13
REPRESENTATIVE TASKS PERFORMED
BY ANG DAFSC 3C351 PERSONNEL

TASKS		PERCENT MEMBERS PERFORMING (N=73)
G0279	Inventory ADPE	66
G0290	Update information processing management system (IPMS) databases	60
G0267	Assist equipment custodians conducting inventories of ADPE	59
G0280	Maintain ADPE account files	52
G0268	Audit ADPE upon receipt	52
G0276	Evaluate excess ADPE	49
B0046	Advise customers on status of requirements documents	49
G0266	Arrange preinstallation storage or post removal of ADPE	48
B0047	Assist customers in completing requirements documents	48
G0284	Process ADPE inventory system reports	45
G0281	Maintain ADPE equipment custodian listings (ECLs)	44
H0307	Establish or maintain mobility folders	42
H0318	Maintain mobility bags	41
K0458	Set up personal computers	40
G0277	Inspect ADPE for packing or shipment	38
B0062	Process C4 requirements	38
C0110	Implement actions for delivery, issue, receipt, disposal, inventory, or storage of C4 materials	37
G0269	Certify ADPE invoices	37
G0287	Research ADPE	37
K0460	Store equipment, tools, parts, or supplies	36
B0060	Maintain requirements documents control logs or databases	36
K0455	Research information or data utilizing computer networks, such as international net (INTERNET) or world wide web (WWW) or CD ROMs	34
B0066	Review C4 requirements	34
H0324	Monitor storage of personal mobility bags	33
G0283	Process ADPE for defense reutilization and marketing service (DRMS)	33
G0286	Purchase ADPE	33
H0313	Identify personnel, equipment, and supply requirements for mobility exercises or deployments	32
G0271	Conduct ADPE equipment custodian training	32
A0036	Recommend technical solutions	30
K0453	Pick up or deliver equipment, tools, parts, or supplies	29
A0004	Analyze proposed technical solutions	29
A0030	Participate in C4 planning meetings	29
D0184	Maintain CSIRs files	27
B0063	Process technical solutions for C4 requirements	27
H0326	Perform actual or exercise deployment activities, such as attending concept briefings or inspecting mobility bags	27
G0289	Schedule or project ADPE replacements	27
H0322	Monitor immunization requirements	26
H0302	Coordinate personnel, equipment, and supply requirements for mobility exercises or deployments with affected agencies	26
H0292	Brief assigned personnel on deployment responsibilities	26
Average Number of Tasks Performed = 50		

TABLE 14

TASKS WHICH BEST DIFFERENTIATE BETWEEN AD DAFSCs 3C331 AND 3C351 PERSONNEL
(PERCENT MEMBERS PERFORMING)

TASKS		AD DAFSC 3C331 (N=20)	AD DAFSC 3C351 (N=188)	DIFF
C0110	Implement actions for delivery, issue, receipt, disposal, inventory, or storage of C4 materials	15	52	-37
I0363	Establish continuity folders	15	49	-34
C0074	Coordinate allied support with appropriate agencies	30	63	-33
C0096	Coordinate site surveys with appropriate agencies	35	66	-31
B0064	Request engineering assistance for C4 requirements	25	55	-30
A0034	Provide inputs for military construction program (MCP) documentation or construction design drawings	10	40	-30
C0075	Coordinate C4 acceptance inspections with appropriate agencies	30	59	-29
C0128	Participate in preimplementation site surveys	25	54	-29
C0160	Track and report status of allied support	30	58	-28
I0342	Conduct self-inspections or self-assessments	*	27	-27
A0013	Coordinate C4 planning documents, such as blueprints, with systems telecommunications engineering managers (STEMs)	20	47	-27
J0406	Conduct OJT	*	26	-26
D0169	Complete transmittal documents or letters for CSIRs	5	31	-26
C0107	Establish or track milestone schedules	25	51	-26
C0081	Coordinate contracting for allied support with appropriate agencies	25	51	-26
C0087	Coordinate installation team arrivals with appropriate agencies	40	65	-25
C0092	Coordinate project quality assurance inspections with appropriate agencies	25	50	-25
C0143	Process PSAs with appropriate agencies	30	54	-24
C0077	Coordinate C4 systems testing with appropriate agencies	30	54	-24
B0048	Brief commanders, staff, or appropriate agencies on status of C4 requirements	40	64	-24
K0438	Establish or maintain administrative files	5	29	-24
C0156	Review progress of project installations	25	48	-23
C0152	Request workcenter project coordinators	10	33	-23
C0070	Arrange support requirements for visiting teams, such as transportation, billeting, or administrative support	35	58	-23
E0222	Identify unfunded requirements	20	43	-23
K0455	Research information or data utilizing computer networks, such as international net (INTERNET) or world wide web (WWW) or CD ROMs	20	43	-23

“*” = Less than one percent

TABLE 15

TASKS WHICH BEST DIFFERENTIATE BETWEEN AD AND ANG DAFSC 3C351 PERSONNEL
(PERCENT MEMBERS PERFORMING)

TASKS	AD DAFSC 3C351 (N=188)	ANG DAFSC 3C351 (N=73)	DIFF
C0071 Brief commanders, staff, or appropriate agencies on status of C4 projects	66	12	54
C0096 Coordinate site surveys with appropriate agencies	66	14	53
C0087 Coordinate installation team arrivals with appropriate agencies	65	14	51
C0091 Coordinate project funding issues with appropriate agencies	60	10	50
C0086 Coordinate installation team activities with appropriate agencies	61	12	49
C0074 Coordinate allied support with appropriate agencies	63	15	48
C0160 Track and report status of allied support	58	11	47
C0157 Review PSAs	54	7	47
C0076 Coordinate C4 project support requirements with appropriate agencies	63	16	47
A0032 Prepare briefs for commanders or staff	62	15	47
C0093 Coordinate project support agreements (PSAs) with appropriate agencies	64	18	47
C0124 Participate in preinstallation site surveys	57	12	45
C0075 Coordinate C4 acceptance inspections with appropriate agencies	59	14	45
B0065 Request technical solutions for C4 requirements	66	22	45
C0077 Coordinate C4 systems testing with appropriate agencies	54	10	44
C0090 Coordinate milestone schedules with appropriate agencies	52	8	44
C0083 Coordinate digging permits with appropriate agencies	55	12	43
C0070 Arrange support requirements for visiting teams, such as transportation, billeting, or administrative support	58	15	43
C0143 Process PSAs with appropriate agencies	54	11	43
G0290 Update information processing management system (IPMS) databases	1	60	-59
G0279 Inventory ADPE	16	66	-50
G0267 Assist equipment custodians conducting inventories of ADPE	13	59	-46
G0280 Maintain ADPE account files	7	52	-45
G0284 Process ADPE inventory system reports	1	45	-44
G0268 Audit ADPE upon receipt	9	52	-43
G0281 Maintain ADPE equipment custodian listings (ECLs)	4	44	-40

TABLE 16

DISTRIBUTION OF DAFSC 3C371 GROUP MEMBERS ACROSS SPECIALTY JOBS
(PERCENT RESPONDING)

<u>SPECIALTY JOBS</u>	<u>TOTAL 3C371 (N=241)</u>	<u>AD 3C371 (N=174)</u>	<u>ANG 3C371 (N=67)</u>
Plans/Implementations Cluster	63	68	49
ADPE Management Cluster	10	1	34
Unit Deployment Manager Cluster	7	6	9
Financial/Contracting Cluster	7	9	0
Requirement Processing Job	1	1	0
CSIR Monitor Job	0	0	0
Architecture/Integration Superintendent Job	1	2	0
Unit Training Superintendent Job	1	2	0
<i>Not Grouped</i>	10	11	8

TABLE 17

RELATIVE PERCENT TIME SPENT ON DUTIES
BY DAFSC 3C371 GROUPS

<u>DUTIES</u>	<u>ALL 3C371 (N=241)</u>	<u>AD 3C371 (N=174)</u>	<u>ANG 3C371 (N=67)</u>
PERFORMING COMMAND, CONTROL, COMMUNICATIONS, AND COMPUTER (C4) SYSTEMS ARCHITECTURE, INTEGRATION, AND A. PLANNING	11	13	7
B. PROCESSING C4 SYSTEMS REQUIREMENTS	10	11	8
C. PERFORMING C4 SYSTEMS IMPLEMENTATION ACTIVITIES	21	25	12
D. PERFORMING C4 SYSTEMS ANCILLARY ACTIVITIES	4	4	4
E. MANAGING C4 SYSTEMS FINANCIAL AND CONTRACTED SERVICES	8	8	6
F. PERFORMING MANPOWER MANAGEMENT ACTIVITIES	1	1	1
G. MANAGING AUTOMATED DATA PROCESSING EQUIPMENT (ADPE)	7	2	21
PERFORMING MOBILITY, DEPLOYMENT, AND CONTINGENCY H. ACTIVITIES	8	5	15
I. PERFORMING MANAGEMENT AND SUPERVISORY ACTIVITIES	14	16	10
J. PERFORMING TRAINING ACTIVITIES	6	6	8
PERFORMING GENERAL ADMINISTRATIVE AND EQUIPMENT K. ACTIVITIES	10	9	8

“-“ = Less than one percent

TABLE 18
REPRESENTATIVE TASKS PERFORMED
BY ALL DAFSC 3C371 PERSONNEL

TASKS	PERCENT MEMBERS PERFORMING (N=241)
B0047	71
B0046	70
C0071	65
A0032	65
K0455	64
A0030	64
B0048	63
B0061	61
B0066	61
B0062	59
A0004	59
A0010	59
B0065	59
B0058	59
C0096	59
I0363	58
B0049	57
A0005	56
E0222	56
B0064	56
C0074	55
C0091	55
B0053	55
C0076	55
B0057	55
C0087	55
B0063	54
C0086	54
C0093	54
C0126	54
C0070	54
K0443	53
K0462	53
C0106	53
C0124	53
K0461	53
I0388	52
C0107	51
A0006	51
I0397	51
C0082	51

Average Number of Tasks Performed = 126

TABLE 19
REPRESENTATIVE TASKS PERFORMED
BY AD DAFSC 3C371 PERSONNEL

TASKS	PERCENT MEMBERS PERFORMING (N=174)
A0032 Prepare briefs for commanders or staff	77
C0071 Brief commanders, staff, or appropriate agencies on status of C4 projects	74
B0047 Assist customers in completing requirements documents	71
K0455 Research information or data utilizing computer networks, such as international net (INTERNET) or world wide web (WWW) or CD ROMs	70
B0046 Advise customers on status of requirements documents	70
A0030 Participate in C4 planning meetings	68
B0048 Brief commanders, staff, or appropriate agencies on status of C4 requirements	68
B0061 Obtain technical solutions for C4 requirements	65
A0010 Conduct C4 planning meetings	64
C0091 Coordinate project funding issues with appropriate agencies	64
C0096 Coordinate site surveys with appropriate agencies	64
B0058 Identify C4 unfunded requirements	64
B0065 Request technical solutions for C4 requirements	63
C0074 Coordinate allied support with appropriate agencies	62
A0005 Brief commanders, staff, or appropriate agencies on status of architecture or integration actions	61
A0004 Analyze proposed technical solutions	61
C0076 Coordinate C4 project support requirements with appropriate agencies	61
I0388 Plan briefings, conferences, or workshops	60
K0462 Write minutes of general briefings, conferences, or meetings	60
I0363 Establish continuity folders	60
E0222 Identify unfunded requirements	60
B0066 Review C4 requirements	60
C0093 Coordinate project support agreements (PSAs) with appropriate agencies	60
B0064 Request engineering assistance for C4 requirements	60
B0062 Process C4 requirements	59
B0053 Coordinate C4 requirements with appropriate agencies	59
C0086 Coordinate installation team activities with appropriate agencies	59
C0087 Coordinate installation team arrivals with appropriate agencies	59
C0107 Establish or track milestone schedules	58
C0070 Arrange support requirements for visiting teams, such as transportation, billeting, or administrative support	58
B0049 Compile data for C4 requirements documents	57
I0358 Draft agendas for general meetings	57
B0057 Draft C4 requirements documents	57
C0075 Coordinate C4 acceptance inspections with appropriate agencies	57
K0459 Sponsor new personnel	57
C0073 Conduct program or project management reviews	56
K0434 Coordinate meetings with affected agencies	56
A0024 Identify shortfalls in C4 services	56
C0124 Participate in preinstallation site surveys	56
I0346 Counsel subordinates concerning personal matters	56
K0461 Update appointment letters	56
Average Number of Tasks Performed = 124	

TABLE 20
REPRESENTATIVE TASKS PERFORMED
BY ANG DAFSC 3C371 PERSONNEL

TASKS	PERCENT MEMBERS PERFORMING (N=67)
G0267 Assist equipment custodians conducting inventories of ADPE	76
G0268 Audit ADPE upon receipt	75
B0047 Assist customers in completing requirements documents	72
G0279 Inventory ADPE	70
G0276 Evaluate excess ADPE	70
G0266 Arrange preinstallation storage or post removal of ADPE	70
B0046 Advise customers on status of requirements documents	70
G0280 Maintain ADPE account files	69
G0290 Update information processing management system (IPMS) databases	66
G0281 Maintain ADPE equipment custodian listings (ECLs)	66
G0287 Research ADPE	64
G0283 Process ADPE for defense reutilization and marketing service (DRMS)	63
G0269 Certify ADPE invoices	63
B0066 Review C4 requirements	63
G0277 Inspect ADPE for packing or shipment	61
H0307 Establish or maintain mobility folders	60
J0424 Maintain training records or files	60
K0460 Store equipment, tools, parts, or supplies	60
J0406 Conduct OJT	60
B0062 Process C4 requirements	60
G0284 Process ADPE inventory system reports	55
C0110 Implement actions for delivery, issue, receipt, disposal, inventory, or storage of C4 materials	55
G0265 Advertise excess automated data processing equipment (ADPE)	55
B0049 Compile data for C4 requirements documents	55
J0425 Monitor CDC progress	54
G0271 Conduct ADPE equipment custodian training	54
B0060 Maintain requirements documents control logs or databases	54
E0246 Verify commercial contract services, such as telephone billing	54
A0036 Recommend technical solutions	54
A0030 Participate in C4 planning meetings	54
I0363 Establish continuity folders	54
G0286 Purchase ADPE	52
H0292 Brief assigned personnel on deployment responsibilities	52
K0448 Issue or log turn-ins of equipment, tools, parts, or supplies	52
J0410 Determine training requirements	52
K0438 Establish or maintain administrative files	52
A0006 Compare C4 requirements against architecture	52
J0428 Plan or schedule training	51
H0326 Perform actual or exercise deployment activities, such as attending concept briefings or inspecting mobility bags	51
J0420 Evaluate progress of trainees	51
K0455 Research information or data utilizing computer networks, such as international net (INTERNET) or world wide web (WWW) or CD ROMs	51
H0313 Identify personnel, equipment, and supply requirements for mobility exercises or deployments	51
I0357 Direct training activities	51
Average Number of Tasks Performed = 131	

TABLE 21

TASKS WHICH BEST DIFFERENTIATE BETWEEN AD DAFSCs 3C351 AND 3C371 PERSONNEL
(PERCENT MEMBERS PERFORMING)

TASKS	AD (N=188)		AD (N=174)		DIFF
	DAFSC 3C351	DAFSC 3C371	DAFSC 3C351	DAFSC 3C371	
I0392	11	49	11	49	-38
I0397	17	55	17	55	-38
I0396	14	51	14	51	-37
I0344	11	47	11	47	-36
I0384	15	50	15	50	-35
I0365	19	53	19	53	-35
I0377	14	47	14	47	-33
I0350	15	49	15	49	-33
I0346	23	56	23	56	-33
I0376	16	48	16	48	-32
I0380	7	39	7	39	-32
I0391	17	48	17	48	-31
I0345	24	55	24	55	-31
I0382	11	42	11	42	-31
I0385	16	47	16	47	-31
I0381	12	44	12	44	-31
I0339	12	41	12	41	-30
I0355	14	45	14	45	-30
K0463	21	50	21	50	-29
I0354	22	51	22	51	-29
I0357	15	45	15	45	-29
I0340	8	35	8	35	-27
K0459	30	57	30	57	-27
I0356	11	36	11	36	-26
I0388	34	60	34	60	-26
K0455	43	70	43	70	-26

Schedule personnel for temporary duty (TDY) assignments, leaves, or passes

Write recommendations for awards or decorations

Write or indorse performance reports or supervisory appraisals

Conduct supervisory orientations for newly assigned personnel

Inspect personnel for compliance with military standards

Establish performance standards for subordinates

Evaluate personnel for promotion, demotion, reclassification, or special awards

Determine or establish work assignments or priorities

Counsel subordinates concerning personal matters

Evaluate personnel for compliance with performance standards

Evaluate work schedules

Review drafts of instructions, manuals, or other directives

Conduct supervisory performance feedback sessions

Initiate actions required due to substandard performance of personnel

Interpret policies, directives, or procedures for subordinates

Evaluate workload requirements

Assign personnel to work areas or duty positions

Develop or establish work schedules

Write trip reports

Develop or establish work methods or procedures

Direct training activities

Assign sponsors for newly assigned personnel

Sponsor new personnel

Direct administrative activities

Plan briefings, conferences, or workshops

Research information or data utilizing computer networks, such as international net (INTERNET) or world wide web (WWW) or CD ROMs

TABLE 22

TASKS WHICH BEST DIFFERENTIATE BETWEEN AD AND ANG DAFSC 3C371 PERSONNEL
(PERCENT MEMBERS PERFORMING)

TASKS	AD DAFSC 3C371 (N=174)	ANG DAFSC 3C371 (N=67)	DIFF
A0032 Prepare briefs for commanders or staff	77	34	43
K0434 Coordinate meetings with affected agencies	56	18	38
C0091 Coordinate project funding issues with appropriate agencies	64	31	33
C0071 Brief commanders, staff, or appropriate agencies on status of C4 projects	74	42	32
C0092 Coordinate project quality assurance inspections with appropriate agencies	54	22	32
K0463 Write trip reports	50	21	29
I0396 Write or indorse performance reports or supervisory appraisals	51	22	29
I0358 Draft agendas for general meetings	57	28	29
C0077 Coordinate C4 systems testing with appropriate agencies	55	27	28
K0462 Write minutes of general briefings, conferences, or meetings	60	33	28
G0268 Audit ADPE upon receipt	7	75	-68
G0267 Assist equipment custodians conducting inventories of ADPE	14	76	-62
G0276 Evaluate excess ADPE	8	70	-62
G0290 Update information processing management system (IPMS) databases	5	66	-61
G0280 Maintain ADPE account files	9	69	-60
G0281 Maintain ADPE equipment custodian listings (ECLs)	7	66	-58
G0266 Arrange preinstallation storage or post removal of ADPE	13	70	-57
G0269 Certify ADPE invoices	6	63	-56
G0283 Process ADPE for defense reutilization and marketing service (DRMS)	7	63	-55
G0277 Inspect ADPE for packing or shipment	7	61	-54
G0279 Inventory ADPE	17	70	-53
G0287 Research ADPE	13	64	-52
G0265 Advertise excess automated data processing equipment (ADPE)	5	55	-51
G0284 Process ADPE inventory system reports	4	55	-51
G0271 Conduct ADPE equipment custodian training	4	54	-50

TABLE 23

DISTRIBUTION OF DAFSC 3C391 GROUP MEMBERS ACROSS SPECIALTY JOBS
(PERCENT RESPONDING)

<u>SPECIALTY JOBS</u>	<u>TOTAL 3C391 (N=49)</u>	<u>ACTIVE 3C391 (N=13)</u>	<u>ANG 3C391 (N=36)</u>
Plans/Implementations Cluster	74	62	78
ADPE Management Cluster	4	0	6
Unit Deployment Manager Cluster	4	0	6
Financial/Contracting Cluster	0	0	0
Requirement Processing Job	0	0	0
CSIR Monitor Job	0	0	0
Architecture/Integration Superintendent Job	4	15	0
Unit Training Superintendent Job	4	0	6
<i>Not Grouped</i>	10	23	4

TABLE 24

RELATIVE PERCENT TIME SPENT ON DUTIES
BY DAFSC 3C391 GROUPS

<u>DUTIES</u>	<u>ALL 3C391 (N=49)</u>	<u>ACTIVE 3C391 (N=13)</u>	<u>ANG 3C391 (N=36)</u>
PERFORMING COMMAND, CONTROL, COMMUNICATIONS, AND COMPUTER (C4) SYSTEMS ARCHITECTURE, INTEGRATION, AND A. PLANNING	12	19	9
B. PROCESSING C4 SYSTEMS REQUIREMENTS	7	7	7
C. PERFORMING C4 SYSTEMS IMPLEMENTATION ACTIVITIES	15	19	14
D. PERFORMING C4 SYSTEMS ANCILLARY ACTIVITIES	4	2	4
E. MANAGING C4 SYSTEMS FINANCIAL AND CONTRACTED SERVICES	7	7	7
F. PERFORMING MANPOWER MANAGEMENT ACTIVITIES	1	1	1
G. MANAGING AUTOMATED DATA PROCESSING EQUIPMENT (ADPE) PERFORMING MOBILITY, DEPLOYMENT, AND CONTINGENCY H. ACTIVITIES	5 9	1 2	7 12
I. PERFORMING MANAGEMENT AND SUPERVISORY ACTIVITIES	22	25	20
J. PERFORMING TRAINING ACTIVITIES	9	4	12
K. PERFORMING GENERAL ADMINISTRATIVE AND EQUIPMENT ACTIVITIES	9	13	7

“-“ = Less than one percent

TABLE 25
REPRESENTATIVE TASKS PERFORMED
BY ALL DAFSC 3C391 PERSONNEL

TASKS		PERCENT MEMBERS PERFORMING (N=49)
A0032	Prepare briefs for commanders or staff	80
I0388	Plan briefings, conferences, or workshops	78
J0425	Monitor CDC progress	78
I0363	Establish continuity folders	78
J0420	Evaluate progress of trainees	76
I0377	Evaluate personnel for promotion, demotion, reclassification, or special awards	76
B0047	Assist customers in completing requirements documents	76
I0397	Write recommendations for awards or decorations	76
K0455	Research information or data utilizing computer networks, such as international net (INTERNET) or world wide web (WWW) or CD ROMs	73
J0410	Determine training requirements	73
I0346	Counsel subordinates concerning personal matters	73
B0046	Advise customers on status of requirements documents	73
J0424	Maintain training records or files	71
A0005	Brief commanders, staff, or appropriate agencies on status of architecture or integration actions	71
I0384	Inspect personnel for compliance with military standards	69
J0428	Plan or schedule training	69
J0409	Counsel trainees on training progress	69
I0376	Evaluate personnel for compliance with performance standards	69
C0071	Brief commanders, staff, or appropriate agencies on status of C4 projects	69
A0039	Review C4 planning documents, such as blueprints	69
K0461	Update appointment letters	69
I0355	Develop or establish work schedules	67
J0419	Evaluate personnel to determine training needs	67
A0010	Conduct C4 planning meetings	67
C0106	Establish or maintain C4 program or project files	67
I0365	Establish performance standards for subordinates	67
I0339	Assign personnel to work areas or duty positions	65
I0357	Direct training activities	65
A0030	Participate in C4 planning meetings	65
B0061	Obtain technical solutions for C4 requirements	65
I0387	Manage use of computer systems	65
I0345	Conduct supervisory performance feedback sessions	65
A0031	Participate in technical surveys	65
I0381	Evaluate workload requirements	65
J0406	Conduct OJT	65
A0013	Coordinate C4 planning documents, such as blueprints, with systems telecommunications engineering managers (STEMs)	65
B0049	Compile data for C4 requirements documents	65
B0048	Brief commanders, staff, or appropriate agencies on status of C4 requirements	65
I0344	Conduct supervisory orientations for newly assigned personnel	65
B0058	Identify C4 unfunded requirements	65
I0350	Determine or establish work assignments or priorities	63
I0391	Review drafts of instructions, manuals, or other directives	63
K0443	Initiate correspondence	63
Average Number of Tasks Performed = 173		

TABLE 26

REPRESENTATIVE TASKS PERFORMED
BY AD DAFSC 3C391 PERSONNEL

TASKS		PERCENT MEMBERS PERFORMING (N=13)
A0032	Prepare briefs for commanders or staff	92
I0388	Plan briefings, conferences, or workshops	85
K0455	Research information or data utilizing computer networks, such as international net (INTERNET) or world wide web (WWW) or CD ROMs	77
I0391	Review drafts of instructions, manuals, or other directives	62
K0443	Initiate correspondence	62
K0463	Write trip reports	62
A0005	Brief commanders, staff, or appropriate agencies on status of architecture or integration actions	62
C0071	Brief commanders, staff, or appropriate agencies on status of C4 projects	62
A0010	Conduct C4 planning meetings	62
K0462	Write minutes of general briefings, conferences, or meetings	62
C0106	Establish or maintain C4 program or project files	62
I0363	Establish continuity folders	62
C0128	Participate in preimplementation site surveys	62
C0092	Coordinate project quality assurance inspections with appropriate agencies	62
I0350	Determine or establish work assignments or priorities	54
A0002	Analyze C4 capabilities	54
A0030	Participate in C4 planning meetings	54
I0358	Draft agendas for general meetings	54
B0061	Obtain technical solutions for C4 requirements	54
C0127	Participate in technical review board meetings or panel meetings	54
A0013	Coordinate C4 planning documents, such as blueprints, with systems telecommunications engineering managers (STEMs)	54
A0003	Analyze program documents, such as program management directives (PMDs)	54
A0019	Draft agendas, minutes, or notifications for C4 planning meetings	54
B0048	Brief commanders, staff, or appropriate agencies on status of C4 requirements	54
C0107	Establish or track milestone schedules	54
B0062	Process C4 requirements	54
C0096	Coordinate site surveys with appropriate agencies	54
C0076	Coordinate C4 project support requirements with appropriate agencies	54
A0024	Identify shortfalls in C4 services	54
C0091	Coordinate project funding issues with appropriate agencies	54
C0126	Participate in site surveys, other than preimplementation site surveys	54
B0047	Assist customers in completing requirements documents	54
C0090	Coordinate milestone schedules with appropriate agencies	54
C0098	Determine priorities for C4 systems implementations	54
B0057	Draft C4 requirements documents	54
C0093	Coordinate project support agreements (PSAs) with appropriate agencies	54
C0087	Coordinate installation team arrivals with appropriate agencies	54
C0086	Coordinate installation team activities with appropriate agencies	54
I0354	Develop or establish work methods or procedures	46
I0364	Establish organizational policies, such as operating instructions (OIs) or standard operating procedures (SOPs)	46
C0069	Analyze C4 program progress status	46

Average Number of Tasks Performed = 109

TABLE 27

REPRESENTATIVE TASKS PERFORMED
BY ANG DAFSC 3C391 PERSONNEL

TASKS		PERCENT MEMBERS PERFORMING (N=36)
J0425	Monitor CDC progress	97
J0420	Evaluate progress of trainees	89
I0377	Evaluate personnel for promotion, demotion, reclassification, or special awards	89
I0397	Write recommendations for awards or decorations	89
J0410	Determine training requirements	86
J0428	Plan or schedule training	86
J0424	Maintain training records or files	83
I0346	Counsel subordinates concerning personal matters	83
J0409	Counsel trainees on training progress	83
I0363	Establish continuity folders	83
B0046	Advise customers on status of requirements documents	83
B0047	Assist customers in completing requirements documents	83
K0461	Update appointment letters	83
J0419	Evaluate personnel to determine training needs	81
I0376	Evaluate personnel for compliance with performance standards	81
I0365	Establish performance standards for subordinates	81
A0039	Review C4 planning documents, such as blueprints	81
I0384	Inspect personnel for compliance with military standards	78
I0357	Direct training activities	78
A0036	Recommend technical solutions	78
J0406	Conduct OJT	78
I0355	Develop or establish work schedules	78
I0339	Assign personnel to work areas or duty positions	75
I0387	Manage use of computer systems	75
A0031	Participate in technical surveys	75
B0049	Compile data for C4 requirements documents	75
I0380	Evaluate work schedules	75
I0344	Conduct supervisory orientations for newly assigned personnel	75
A0032	Prepare briefs for commanders or staff	75
I0388	Plan briefings, conferences, or workshops	75
A0005	Brief commanders, staff, or appropriate agencies on status of architecture or integration actions	75
K0455	Research information or data utilizing computer networks, such as international net (INTERNET) or world wide web (WWW) or CD ROMs	72
I0345	Conduct supervisory performance feedback sessions	72
I0381	Evaluate workload requirements	72
I0342	Conduct self-inspections or self-assessments	72
B0058	Identify C4 unfunded requirements	72
C0071	Brief commanders, staff, or appropriate agencies on status of C4 projects	72
B0061	Obtain technical solutions for C4 requirements	69
A0006	Compare C4 requirements against architecture	69
H0292	Brief assigned personnel on deployment responsibilities	69
B0059	Identify proposed technical solutions for C4 requirements	69
H0313	Identify personnel, equipment, and supply requirements for mobility exercises or deployments	69
H0293	Brief commanders or staff on mobility tasking statuses	69
I0396	Write or indorse performance reports or supervisory appraisals	69
Average Number of Tasks Performed = 197		

TABLE 28

TASKS WHICH BEST DIFFERENTIATE BETWEEN AD DAFSC 3C371 AND 3C391 PERSONNEL
(PERCENT MEMBERS PERFORMING)

TASKS	AD DAFSC 3C371 (N=174)	AD DAFSC 3C391 (N=13)	DIFF
K0460 Store equipment, tools, parts, or supplies	37	8	29
J0401 Administer or score tests	26	*	26
I0392 Schedule personnel for temporary duty (TDY) assignments, leaves, or passes	49	23	26
K0461 Update appointment letters	56	31	26
K0453 Pick up or deliver equipment, tools, parts, or supplies	25	*	25
A0036 Recommend technical solutions	48	23	25
C0165 Verify availability of project materials	47	23	24
B0046 Advise customers on status of requirements documents	70	46	24
C0160 Track and report status of allied support	55	31	24
C0074 Coordinate allied support with appropriate agencies	62	38	24
I0365 Establish performance standards for subordinates	53	31	23
D0201 Process BCE work orders	38	15	23
B0055 Develop technical solutions for C4 requirements	30	8	22
C0084 Coordinate frequency approval requests with appropriate agencies	29	8	21
J0413 Develop training programs, plans, or procedures	29	8	21
K0444 Initiate documentation to turn in excess or surplus property	29	8	21
A0027 Maintain C4 architecture databases	10	38	-28
C0100 Develop execution plan for E&I services for C4 systems	18	46	-28
A0040 Review changes or annexes to PADs	13	38	-26
I0388 Plan briefings, conferences, or workshops	60	85	-25
A0025 Identify taskings for PADs	7	31	-23
C0127 Participate in technical review board meetings or panel meetings	30	54	-23
I0343 Conduct staff assistance visits or audits	17	38	-22
E0224 Initiate contract renewal actions	16	38	-22
A0003 Analyze program documents, such as program management directives (PMDs)	33	54	-21
A0001 Analyze command, control, communications and computer (C4) Intelligence Surveillance Reconnaissance (ISR) architecture framework	17	38	-21

TABLE 29

TASKS WHICH BEST DIFFERENTIATE BETWEEN AD AND ANG DAFSC 3C391 PERSONNEL
(PERCENT MEMBERS PERFORMING)

TASKS	AD DAFSC 3C391 (N=13)	AD DAFSC 3C391 (N=36)	DIFF
C0100 Develop execution plan for E&I services for C4 systems	46	8	38
A0025 Identify taskings for PADs	31	6	25
C0092 Coordinate project quality assurance inspections with appropriate agencies	62	39	23
A0001 Analyze command, control, communications and computer (C4) Intelligence Surveillance Reconnaissance (ISR) architecture framework	38	17	22
E0215 Develop task orders for existing contracts	23	3	20
J0425 Monitor CDC progress	23	97	-74
D0188 Manage long-haul communications	*	67	-67
G0269 Certify ADPE invoices	*	64	-64
H0331 Review mission capabilities statement cargo or personnel requirements for each UTC task	*	64	-64
J0428 Plan or schedule training	23	86	-63
H0313 Identify personnel, equipment, and supply requirements for mobility exercises or deployments	8	69	-62
H0309 Evaluate personnel, equipment, and supply availability and readiness for mobility exercises or deployments	*	61	-61
K0453 Pick up or deliver equipment, tools, parts, or supplies	*	61	-61
G0287 Research ADPE	*	61	-61
H0335 Schedule and track deployment training	*	61	-61
G0276 Evaluate excess ADPE	*	61	-61
H0334 Review unit DOC statement for UTC taskings	8	67	-59
G0289 Schedule or project ADPE replacements	*	56	-56
B0055 Develop technical solutions for C4 requirements	8	64	-56
H0311 Evaluate unit designed operational capability (DOC) statement for unit type code (UTC) taskings	8	64	-56
H0312 Identify mobility positions	8	64	-56
A0036 Recommend technical solutions	23	78	-55
H0293 Brief commanders or staff on mobility tasking statuses	15	69	-54
H0292 Brief assigned personnel on deployment responsibilities	15	69	-54

TRAINING ANALYSIS

Occupational survey data are one of many sources of information that can be used to assist in the development of a training program relevant to the needs of personnel in their first enlistment. There are several factors that may be used in evaluating training. One of these factors is an overall description of the work being performed by first-enlistment personnel, as well as their overall distribution across career ladder jobs. Also, the percentages of first-enlistment (1-48 months TAFMS) members performing specific tasks and the TE and TD ratings (previously explained in the **SURVEY METHODOLOGY** section) associated with these tasks may be useful as well.

First-Enlistment Personnel

In this study, there are 42 members in their first enlistment (1-48 months TAFMS), representing 7 percent of the total survey sample. Thirty percent of their duty time is spent in Duty B, Processing C4 Systems Requirements, while another 27 percent is spent in Duty C, Performing C4 Systems Implementation Activities (see Table 30). Figure 2 shows the job distribution of first-enlistment personnel. Forty-eight percent are found within the Plans /Implementations Cluster, while 26 percent are performing the Requirements Processing Job. The last major area where first-enlistment 3C3X1s work is the Unit Deployment Manager Cluster (12 percent of first enlistees).

Table 31 presents representative tasks performed by first enlistment 3C3X1s. It is quickly evident that the tasks with the most commonality within this group are those dealing with requirements processing. "Advise customers on status of requirements documents" and "Assist customers in completing requirements documents" with 81 percent and 79 percent of first enlistment airmen performing are the most common tasks by a fairly wide margin.

TABLE 30

RELATIVE PERCENT TIME SPENT ON DUTIES BY AFSC 3C3X1 FIRST-ENLISTMENT PERSONNEL (1-48 MOS TAFMS)

DUTIES	PERCENT TIME SPENT (N=42)
A. PERFORMING COMMAND, CONTROL, COMMUNICATIONS, AND COMPUTER (C4) SYSTEMS ARCHITECTURE, INTEGRATION, AND PLANNING	14
B. PROCESSING C4 SYSTEMS REQUIREMENTS	30
C. PERFORMING C4 SYSTEMS IMPLEMENTATION ACTIVITIES	27
D. PERFORMING C4 SYSTEMS ANCILLARY ACTIVITIES	8
E. MANAGING C4 SYSTEMS FINANCIAL AND CONTRACTED SERVICES	4
F. PERFORMING MANPOWER MANAGEMENT ACTIVITIES	-
G. MANAGING AUTOMATED DATA PROCESSING EQUIPMENT (ADPE)	-
H. PERFORMING MOBILITY, DEPLOYMENT, AND CONTINGENCY ACTIVITIES	9
I. PERFORMING MANAGEMENT AND SUPERVISORY ACTIVITIES	2
J. PERFORMING TRAINING ACTIVITIES	-
K. PERFORMING GENERAL ADMINISTRATIVE AND EQUIPMENT ACTIVITIES	5

**AFSC 3C3X1 CAREER LADDER SPECIALTY JOBS
BY FIRST-ENLISTMENT PERSONNEL (1-48 MOS TAFMS)
(N = 42)**

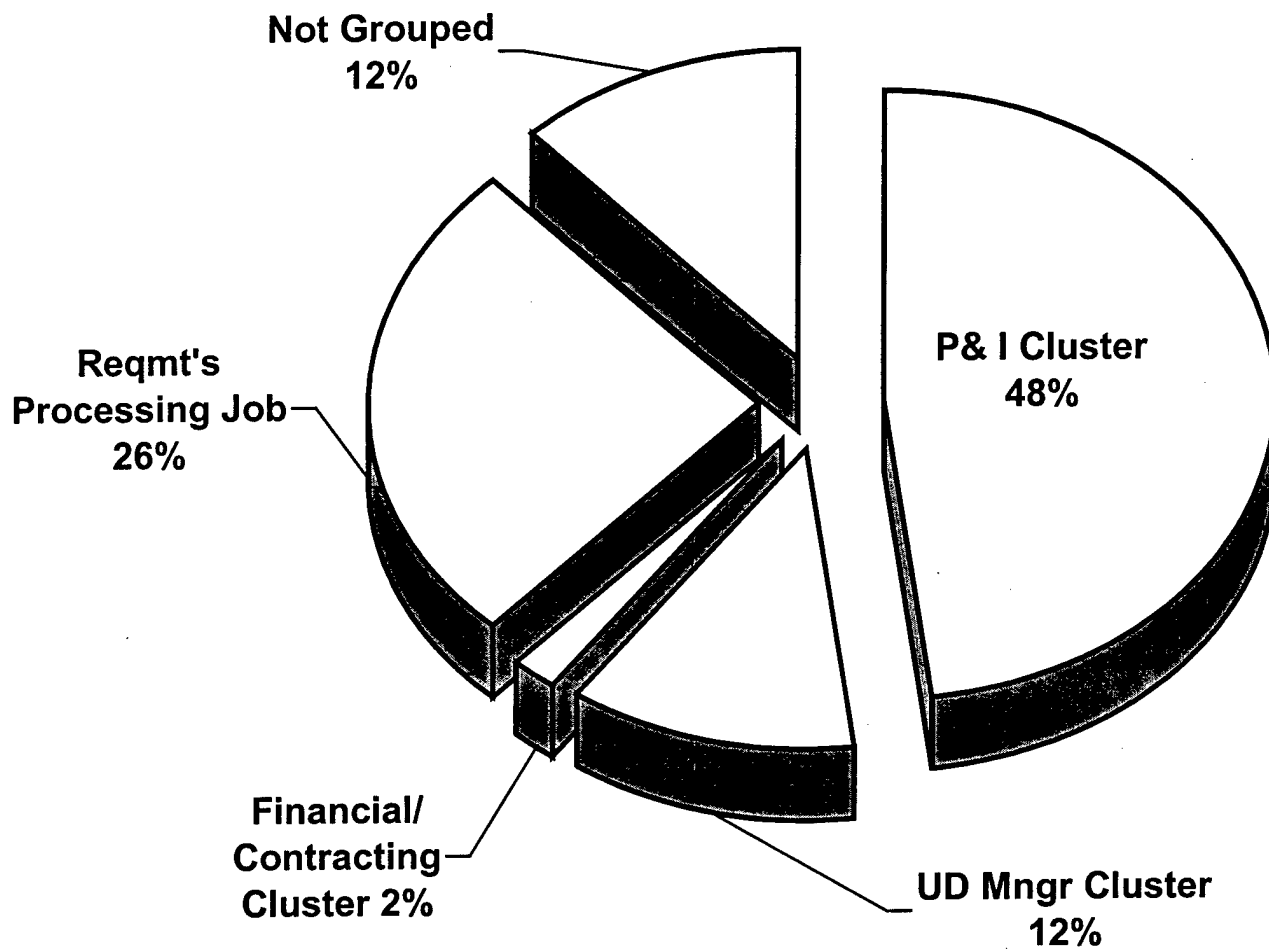


FIGURE 2

TABLE 31

REPRESENTATIVE TASKS PERFORMED BY AFSC 3C3X1
FIRST-ENLISTMENT PERSONNEL

TASKS	PERCENT MEMBERS PERFORMING (N= 42)
B0046 Advise customers on status of requirements documents	81
B0047 Assist customers in completing requirements documents	79
B0062 Process C4 requirements	67
A0030 Participate in C4 planning meetings	64
B0066 Review C4 requirements	60
B0049 Compile data for C4 requirements documents	55
C0071 Brief commanders, staff, or appropriate agencies on status of C4 projects	55
B0060 Maintain requirements documents control logs or databases	52
B0048 Brief commanders, staff, or appropriate agencies on status of C4 requirements	52
B0065 Request technical solutions for C4 requirements	52
B0053 Coordinate C4 requirements with appropriate agencies	50
A0032 Prepare briefs for commanders or staff	50
C0093 Coordinate project support agreements (PSAs) with appropriate agencies	48
C0091 Coordinate project funding issues with appropriate agencies	45
B0051 Conduct C4 requirements meetings	43
C0087 Coordinate installation team arrivals with appropriate agencies	43
C0083 Coordinate digging permits with appropriate agencies	43
C0076 Coordinate C4 project support requirements with appropriate agencies	40
A0010 Conduct C4 planning meetings	40
B0061 Obtain technical solutions for C4 requirements	40
C0096 Coordinate site surveys with appropriate agencies	40
A0004 Analyze proposed technical solutions	38
B0058 Identify C4 unfunded requirements	38
C0160 Track and report status of allied support	38
C0086 Coordinate installation team activities with appropriate agencies	38
D0184 Maintain CSIRs files	36
C0070 Arrange support requirements for visiting teams, such as transportation, billeting, or administrative support	36
C0074 Coordinate allied support with appropriate agencies	36
C0077 Coordinate C4 systems testing with appropriate agencies	36
C0082 Coordinate customer requests for engineering and installation (E&I) assistance with appropriate agencies	36
C0106 Establish or maintain C4 program or project files	33
A0005 Brief commanders, staff, or appropriate agencies on status of architecture or integration actions	33
D0183 Maintain CSIRs drawing indexes	33
B0063 Process technical solutions for C4 requirements	33
A0016 Coordinate updates to C4 planning documents, such as blueprints, with appropriate agencies	33
C0157 Review PSAs	33
C0121 Obtain C4 systems installation record (CSIR) updates	33
A0039 Review C4 planning documents, such as blueprints	33
C0165 Verify availability of project materials	33
A0002 Analyze C4 capabilities	33
C0156 Review progress of project installations	31
Average Number of Tasks Performed = 56	

Training Emphasis (TE) and Task Difficulty (TD) Data

TE and TD data are secondary factors that can assist technical school personnel in deciding which tasks should be emphasized in entry-level training. These ratings, based on the judgments of senior career ladder NCOs working at operational units in the field, are collected to provide training personnel with a rank-ordering of those tasks in the JI considered important for first-enlistment personnel training. Also included for the training personnel is a measure of the difficulty of the JI tasks.

When combined with data on the percentages of first-enlistment personnel performing tasks, comparisons can then be made to determine if training adjustments are necessary. For example, tasks receiving high ratings on both task factors, accompanied by moderate to high percentages performing, may warrant resident training. Those tasks receiving high task factor ratings, but low percentages performing, may be more appropriately planned for OJT programs within the career ladder. Low task factor ratings may highlight tasks best omitted from training for first-enlistment personnel, but this decision must be weighed against percentages of personnel performing the tasks, command concerns, and criticality of the tasks.

Table 32 shows TD raters reported "Develop C4 architecture" to be the most difficult task to learn. However, due to the low percentage of first job and first enlistment airmen performing this task, it is probably not appropriate for tech school. Further down, "Recommend technical solutions" is a task that has a notable percent of first enlistment and 3-7 skill level members performing it. This may make it a good candidate for inclusion in the tech school. Typically an OSR would next contain a table listing tasks rated highest in TE as well. Due to unusually low reliability between task ratings, the TE data obtained from this survey was found to be unusable and will not be listed.

Various lists of tasks, accompanied by TD ratings are contained in the TRAINING EXTRACT package and should be reviewed in detail by training school personnel. (For a more detailed explanation of TE and TD ratings, see Task Factor Administration in the SURVEY METHODOLOGY section of this report.)

TABLE 32

TASKS RATED HIGHEST IN TASK DIFFICULTY

TASKS	TASK DIFF**	PERCENT MEMBERS PERFORMING						
		1 st JOB (N=22)	1 st ENL (N=42)	3-SKL LVL (N=20)	5-SKL LVL (N=188)	7-SKL LVL (N=174)		
A0017	8.59	0	2	5	14	18		
A0018	7.88	0	2	5	8	13		
E0216	7.66	0	2	0	8	19		
E0214	7.61	0	5	10	12	22		
A0022	7.56	0	7	5	24	38		
B0055	7.46	9	10	15	18	30		
C0102	7.35	5	10	20	22	22		
(MOAs)								
A0036	7.35	9	21	30	31	48		
E0230	7.33	0	2	0	4	11		
E0218	7.24	5	7	10	14	32		
(SOWs), or statements of objectives (SOOs)								
E0237	7.23	5	5	5	9	25		
A0020	7.20	0	0	0	2	2		
E0236	7.18	5	5	10	6	11		
H0303	7.14	0	5	10	9	16		
A0001	7.14	5	2	10	6	17		
Analyze C4 Intelligence Surveillance Reconnaissance (ISR) architecture framework								
A0021	7.05	0	0	5	4	10		
E0215	7.03	0	5	5	7	14		
C0103	6.99	9	5	10	10	9		

** Average TD Rating is 5.00

Specialty Training Standard (STS)

A comprehensive review of STS 3C3X1, dated February 1997, compared STS items to survey data. This was based on assistance from AFSC 3C3X1 Subject Matter Experts (SMEs) in matching JI tasks to STS elements. STS elements containing general knowledge information, mandatory entries, subject-matter-knowledge-only requirements, or basic supervisory responsibilities were not examined. Task knowledge and performance elements of the STS were compared against the standard set forth in AETCI 36-2601 and AFI 36-2623 (i.e., include tasks performed or knowledge required by 20 percent or more of the personnel in a skill level (criterion group) of the AFS).

For an STS such as this with very few performance-based elements, it is sometimes difficult to match actual job tasks to line items. In addition, the lack of TE data only adds to this difficulty in identifying areas that may need upgrading or downgrading. The fact that most technical tasks were referenced to an STS element does lend credibility to the STS, however. Some tasks with high percent members performing and task difficulty, that were matched to knowledge only areas, were listed for review (see Table 33). Other elements with performance coding that have low percentages of personnel performing matched tasks should be reviewed by training personnel for possible removal from the basic course.

Tasks not referenced to any element of the STS are listed at the end of the STS computer listing. These tasks were reviewed to determine if any had high percent members performing and were specific to the career ladder as well as being trainable. Those technical tasks performed by 20 percent or more respondents of the STS target groups, but which were not referenced to any STS element, are displayed in Table 34. Training personnel and SMEs should review these unreferenced tasks to determine if inclusion in the STS is justified.

TABLE 33

EXAMPLES OF TECHNICAL TASKS PERFORMED BY AFSC 3C3X1 GROUP MEMBERS
SUGGESTED FOR PROFICIENCY CODE REVIEW TO PERFORMANCE CODING

TASKS		PERCENT MEMBERS PERFORMING							TASK DIFF	
		3-skill Lvl Course	5-skill Lvl CDC	3-SKL LVL (N=20)		5-SKL LVL (N=188)		7-SKL LVL (N=174)		
				B	B	45	37	51		6.37
6.c. (2).	C-CS Systems Planning/Blueprint Process									
A0002	Analyze C4 capabilities									
6.f.(2).(a).	C-CS Systems Planning/Defining									
6.	requirements/Documents/Technical Solutions	B	B							
A0004	Analyze proposed technical solutions					45	53	61	6.17	
9.a.	Budgeting, and Funding C-CS Reqs/POM Cycle	A	B							
C0136	Process funding issues and requirements					20	38	44	5.42	
9.b. (1).	Budgeting, and Funding C-CS Reqs/Funded Reqs/Responsibilities	-	B							
C0091	Coordinate project funding issues with appropriate agencies					40	60	64	5.79	

TABLE 34

EXAMPLES OF TECHNICAL TASKS PERFORMED BY 20 PERCENT OR MORE
GROUP MEMBERS AND NOT REFERENCED TO THE STS

TASKS	PERCENT MEMBERS PERFORMING							TASK DIFF
	1 st	3-SKL		5-SKL		7-SKL		
	ENL (N=42)	LVL (N=20)	LVL (N=188)	LVL (N=174)				
A0033	26	15	34	42			5.28	
C0069	31	30	38	55			4.83	
C0097	21	20	30	37			5.94	
**	Average TD Rating is 5.00							

JOB SATISFACTION ANALYSIS

An examination of the job satisfaction indicators of various groups can give career ladder managers a better understanding of some of the factors that may affect the job performance of airmen in the career ladder. Attitude questions covering job interest, perceived utilization of talents and training, sense of accomplishment from work, and reenlistment intentions were included in the survey disk to provide indications of job satisfaction.

Table 35 presents job satisfaction data for AD AFSC 3C3X1 TAFMS groups, together with TAFMS data for a comparative sample of support career ladders surveyed in 1999. Although very comparable in most aspects, the 3C3X1s are slightly less satisfied overall with noticeable differences occurring in job interest and sense of accomplishment for the first-enlistment members.

An indication of how job satisfaction perceptions have changed over time is provided in Table 36, where again job satisfaction by AD 3C3X1 TAFMS data for the current survey respondents is presented, along with data from the last OSR. Job interest for the 1-48 months TAFMS group is now actually higher and sense of accomplishment is still the same. The only real drop in satisfaction that have occurred over time are in the talent utilization and sense of accomplishment for the second-enlistment members.

In Table 37, a review of the job satisfaction ratings for both AD and ANG across specialty jobs identified in this survey reveals fairly high satisfaction for the core Plans/Implementations Cluster. However, this does not hold for many of the peripheral jobs. The Requirements Processing Job members seem to have the lowest satisfaction of all the jobs excepting the Training Superintendent Job. It should be noted that these two jobs are on both ends of the spectrum with the Requirements Processing Job including mostly AD, entry-level members, while the Training Superintendent Job has very high-level ANG members. Also of note is that the lowest reenlistment intentions for groups that did not have high percentages retiring were for the Requirements Processing Job and the CSIR Monitor Job.

TABLE 35

COMPARISON OF JOB SATISFACTION INDICATORS BY AD 3C3X1 TAFMS GROUPS
(PERCENT MEMBERS RESPONDING)

	1-48 MOS TAFMS		49-96 MOS TAFMS		97+ MOS TAFMS	
	2000 3C3X1 (N=42)	COMP SAMPLE* (N=6,676)	2000 3C3X1 (N=48)	COMP SAMPLE* (N=3,325)	2000 3C3X1 (N=305)	COMP SAMPLE* (N=9,925)
<u>EXPRESSED JOB INTEREST:</u>						
INTERESTING	55	66	63	67	69	75
SO-SO	12	19	14	18	15	14
DULL	33	15	23	15	16	11
<u>PERCEIVED UTILIZATION OF TALENTS:</u>						
FAIRLY WELL TO PERFECTLY	69	75	67	76	76	82
LITTLE OR NOT AT ALL	31	25	33	24	24	18
<u>PERCEIVED UTILIZATION OF TRAINING:</u>						
FAIRLY WELL TO PERFECTLY	79	78	65	71	67	75
LITTLE OR NOT AT ALL	21	22	35	29	33	25
<u>SENSE OF ACCOMPLISHMENT GAINED FROM WORK:</u>						
SATISFIED	48	64	60	65	63	71
NEUTRAL	17	15	10	12	10	10
DISSATISFIED	35	21	30	23	27	19
<u>REENLISTMENT INTENTIONS:</u>						
YES OR PROBABLY YES	38	44	46	51	62	63
NO OR PROBABLY NO	62	56	54	49	11	14
PLAN TO RETIRE	0	0	0	0	27	23

* Comparative sample of Support career ladders surveyed in 1999

TABLE 36

COMPARISON OF CURRENT SURVEY AND PREVIOUS SURVEY BY AD 3C3X1 TAFMS GROUPS
(PERCENT MEMBERS RESPONDING)

	1-48 MOS TAFMS		49-96 MOS TAFMS		97+ MOS TAFMS	
	2000 3C3X1 (N=42)	1997 3C3X1 (N=93)	2000 3C3X1 (N=48)	1997 3C3X1 (N=65)	2000 3C3X1 (N=305)	1997 3C3X1 (N=380)
<u>EXPRESSED JOB INTEREST:</u>						
INTERESTING	55	48	63	63	69	70
SO-SO	12	24	14	20	15	18
DULL	33	28	23	17	16	12
<u>PERCEIVED UTILIZATION OF TALENTS:</u>						
FAIRLY WELL TO PERFECTLY	69	59	67	77	76	80
LITTLE OR NOT AT ALL	31	42	33	23	24	20
<u>PERCEIVED UTILIZATION OF TRAINING:</u>						
FAIRLY WELL TO PERFECTLY	79	67	65	64	67	67
LITTLE OR NOT AT ALL	21	33	35	36	33	33
<u>SENSE OF ACCOMPLISHMENT GAINED FROM WORK:</u>						
SATISFIED	48	48	60	68	63	66
NEUTRAL	17	18	10	8	10	8
DISSATISFIED	35	33	30	24	27	26
<u>REENLISTMENT INTENTIONS:</u>						
YES OR PROBABLY YES	38	54	46	63	62	65
NO OR PROBABLY NO	62	46	54	37	11	11
PLAN TO RETIRE	0	0	0	0	27	24

TABLE 37

COMPARISON OF JOB SATISFACTION INDICATORS BY SPECIALTY JOBS
(PERCENT MEMBERS RESPONDING)

Cluster or Job	Job Interest		Talent Utilization		Training Utilization		Sense of Accomplishment			Reenlistment Intentions			
	Yes	So-So	No	Yes	No	Yes	No	Yes	Neutral	No	Yes	No	Retire
Plans/Implementations Cluster (STG061)	77	13	10	83	17	88	22	70	10	20	65	16	19
ADPE Management Cluster (STG039)	65	17	18	75	25	63	37	82	5	13	74	20	6
Unit Deployment Manager Cluster (STG030)	57	17	26	70	30	60	40	57	15	28	70	13	17
Financial/Contracting Cluster (STG038)	70	22	8	74	26	52	48	53	17	30	48	17	35
Requirements Processing Job (STG069)	33	14	53	52	48	62	38	33	10	57	48	48	4
CSIR Monitor Job (STG083)	60	20	20	60	40	60	40	40	0	60	60	40	0
Architecture/Integration Superintendent Job (STG084)	60	0	40	60	40	20	80	40	20	40	40	0	60
Training Superintendent Job (STG105)	20	40	40	20	80	20	80	60	0	40	40	20	40

IMPLICATIONS

This survey was initiated to provide current job and task data for use in evaluating the AFMAN 36-2108 *Specialty Description* and appropriate training documents. Survey results clearly indicate that the present classification structure, as described in the latest specialty description, accurately portrays the jobs performed in this career ladder.

Career ladder training documents appear on the whole to be well supported by survey data, but with only a few performance coded items in the STS, combined with a lack of usable TE data, this is difficult to conclude for certain. Some identified tasks should also be examined for possible STS inclusion. Other areas in the STS should be examined along with the data for currency and, if not supported, removed or amended.

This career ladder follows a somewhat atypical pattern of progression with members performing the core work of the ladder well into the 7-skill level. Also of note was the lack of a clear-cut supervisory cluster for this career ladder.

Job satisfaction indicators for this career ladder, although slightly lower than in comparative career ladders, have stayed nearly constant since the last survey. However, there have been noticeable decreases in reenlistment intentions for both the first- and second-enlistment groups since the last survey.

APPENDIX A

**SELECTED REPRESENTATIVE TASKS PERFORMED
BY SPECIALTY CLUSTERS AND JOB GROUPS**

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TABLE A1

PLANS/IMPLEMENTATIONS CLUSTER

TASKS	PERCENT MEMBERS PERFORMING (N=321)
C0071 Brief commanders, staff, or appropriate agencies on status of C4 projects	89
B0046 Advise customers on status of requirements documents	88
C0096 Coordinate site surveys with appropriate agencies	86
B0047 Assist customers in completing requirements documents	86
C0076 Coordinate C4 project support requirements with appropriate agencies	85
B0065 Request technical solutions for C4 requirements	84
B0048 Brief commanders, staff, or appropriate agencies on status of C4 requirements	84
C0093 Coordinate project support agreements (PSAs) with appropriate agencies	84
B0066 Review C4 requirements	83
B0061 Obtain technical solutions for C4 requirements	83
C0074 Coordinate allied support with appropriate agencies	83
A0032 Prepare briefs for commanders or staff	83
C0087 Coordinate installation team arrivals with appropriate agencies	83
C0086 Coordinate installation team activities with appropriate agencies	81
C0070 Arrange support requirements for visiting teams, such as transportation, billeting, or administrative support	80
B0062 Process C4 requirements	79
A0030 Participate in C4 planning meetings	79
C0091 Coordinate project funding issues with appropriate agencies	79
A0010 Conduct C4 planning meetings	79
C0124 Participate in preinstallation site surveys	79
C0106 Establish or maintain C4 program or project files	78
C0126 Participate in site surveys, other than preimplementation site surveys	78
C0075 Coordinate C4 acceptance inspections with appropriate agencies	78
B0058 Identify C4 unfunded requirements	78
B0064 Request engineering assistance for C4 requirements	77
B0053 Coordinate C4 requirements with appropriate agencies	76
B0049 Compile data for C4 requirements documents	76
C0082 Coordinate customer requests for engineering and installation (E&I) assistance with appropriate agencies	76
C0160 Track and report status of allied support	74
B0063 Process technical solutions for C4 requirements	74
A0004 Analyze proposed technical solutions	74
C0128 Participate in preimplementation site surveys	74
C0107 Establish or track milestone schedules	73
A0031 Participate in technical surveys	73
C0077 Coordinate C4 systems testing with appropriate agencies	73
C0078 Coordinate completed program actions, such as equipment accountability transfers, with appropriate agencies	73
B0057 Draft C4 requirements documents	72
A0005 Brief commanders, staff, or appropriate agencies on status of architecture or integration actions	71
A0039 Review C4 planning documents, such as blueprints	71
C0157 Review PSAs	70
C0104 Ensure installation records are updated at project completion	70
C0110 Implement actions for delivery, issue, receipt, disposal, inventory, or storage of C4 materials	70
A0013 Coordinate C4 planning documents, such as blueprints, with systems telecommunications engineering managers (STEMs)	70

TABLE A2
ADPE MANAGEMENT CLUSTER

TASKS		PERCENT MEMBERS PERFORMING (N=65)
G0279	Inventory ADPE	97
G0267	Assist equipment custodians conducting inventories of ADPE	89
G0276	Evaluate excess ADPE	85
G0268	Audit ADPE upon receipt	85
G0280	Maintain ADPE account files	82
G0290	Update information processing management system (IPMS) databases	78
G0281	Maintain ADPE equipment custodian listings (ECLs)	75
G0266	Arrange preinstallation storage or post removal of ADPE	75
G0277	Inspect ADPE for packing or shipment	66
B0046	Advise customers on status of requirements documents	63
B0047	Assist customers in completing requirements documents	63
G0284	Process ADPE inventory system reports	62
G0283	Process ADPE for defense reutilization and marketing service (DRMS)	60
G0269	Certify ADPE invoices	60
G0287	Research ADPE	52
G0265	Advertise excess automated data processing equipment (ADPE)	52
H0307	Establish or maintain mobility folders	49
G0271	Conduct ADPE equipment custodian training	48
K0458	Set up personal computers	43
K0448	Issue or log turn-ins of equipment, tools, parts, or supplies	40
B0060	Maintain requirements documents control logs or databases	40
G0286	Purchase ADPE	40
B0062	Process C4 requirements	40
K0460	Store equipment, tools, parts, or supplies	38
K0453	Pick up or deliver equipment, tools, parts, or supplies	38
K0455	Research information or data utilizing computer networks, such as international net (INTERNET) or world wide web (WWW) or CD ROMs	38
H0318	Maintain mobility bags	35
G0285	Process ADPE invoices	34
H0322	Monitor immunization requirements	22

TABLE A3

UNIT DEPLOYMENT MANAGER CLUSTER

PERCENT
MEMBERS
PERFORMING
(N=47)

TASKS	
H0313	Identify personnel, equipment, and supply requirements for mobility exercises or deployments 91
H0314	Identify personnel, equipment, and supply shortfalls for mobility exercises or deployments 91
H0307	Establish or maintain mobility folders 89
H0326	Perform actual or exercise deployment activities, such as attending concept briefings or inspecting mobility bags 85
H0302	Coordinate personnel, equipment, and supply requirements for mobility exercises or deployments with affected agencies 83
H0309	Evaluate personnel, equipment, and supply availability and readiness for mobility exercises or deployments 81
H0327	Perform UDM duties in support of deployment control center (DCC) 81
H0292	Brief assigned personnel on deployment responsibilities 79
H0335	Schedule and track deployment training 77
H0322	Monitor immunization requirements 74
H0293	Brief commanders or staff on mobility tasking statuses 72
H0334	Review unit DOC statement for UTC taskings 72
H0336	Submit shortfalls and limiting factors (LIMFACs) 72
H0311	Evaluate unit designed operational capability (DOC) statement for unit type code (UTC) taskings 70
H0312	Identify mobility positions 68
H0315	Initiate actions to eliminate mobility personnel, equipment, and supply readiness shortfalls 68
H0331	Review mission capabilities statement cargo or personnel requirements for each UTC task 68
H0316	Input data into deployed equipment management system (DEMS) 66
H0329	Process personnel, equipment, and supply deficiency reports for mobility exercises or deployments 64
H0325	Obtain inputs for SORTS reports 64
H0299	Coordinate contingency taskings 64
H0337	Track status of SORTS reports 62
H0304	Draft and coordinate status of resources and training system (SORTS) reports 60
H0291	Arrange transportation of personnel or equipment 60
H0300	Coordinate mobility or contingency requirements with affected agencies, such as installation mobility offices (IMOs) 57
H0321	Monitor follow-on corrective actions of SORTs reports 55
H0333	Review SORTS desire list 55
H0308	Evaluate contingency support plans, such as OPLANs 53
H0296	Conduct mobility recalls 53
H0295	Conduct mobility and contingency support planning meetings 51
H0317	Maintain mobility and contingency support plans, such as base support plans (BSPs) 49
H0305	Ensure equipment inspections are completed 49
H0298	Coordinate communications annexes to operations plans (OPLANs) with affected agencies 49
H0330	Review logistics force/logistics detail (LOGFOR/LOGDET) 49
K0461	Update appointment letters 49
K0455	Research information or data utilizing computer networks, such as international net (INTERNET) or world wide web (WWW) or CD ROMs 47
H0301	Coordinate mobility recall rosters with affected agencies 47
I0363	Establish continuity folders 47
H0310	Evaluate tasking documents, such as time phased force deployment data (TPFDD) 47
H0318	Maintain mobility bags 45
H0306	Ensure mobility positions are identified in manpower documents 45
H0332	Review ready reports 43

TABLE A4
FINANCIAL/CONTRACTING CLUSTER

TASKS	PERCENT MEMBERS PERFORMING (N=23)
B0047	65
E0222	65
B0058	61
B0048	57
E0239	57
K0455	57
E0242	57
A0005	57
K0463	57
A0004	57
A0032	52
E0225	52
E0206	52
A0002	52
B0046	48
E0221	48
C0071	48
E0237	48
E0224	48
E0240	48
K0462	48
E0228	43
A0010	43
E0227	43
C0091	43
I0363	43
E0241	43
C0090	43
C0136	39
A0030	39
B0049	39
A0033	39
E0231	39
A0003	39
I0388	35
C0107	35
C0156	35
B0061	35
B0053	35
E0211	35
B0062	30
E0243	30
E0223	30
A0037	30
B0057	30

TABLE A5
REQUIREMENTS PROCESSING JOB

TASKS		PERCENT MEMBERS PERFORMING (N=21)
B0062	Process C4 requirements	100
B0046	Advise customers on status of requirements documents	95
B0047	Assist customers in completing requirements documents	86
B0066	Review C4 requirements	71
B0060	Maintain requirements documents control logs or databases	62
B0049	Compile data for C4 requirements documents	62
B0065	Request technical solutions for C4 requirements	57
B0061	Obtain technical solutions for C4 requirements	57
B0063	Process technical solutions for C4 requirements	52
B0053	Coordinate C4 requirements with appropriate agencies	43
A0030	Participate in C4 planning meetings	43
A0004	Analyze proposed technical solutions	38
B0048	Brief commanders, staff, or appropriate agencies on status of C4 requirements	38
B0058	Identify C4 unfunded requirements	38
B0059	Identify proposed technical solutions for C4 requirements	33
B0064	Request engineering assistance for C4 requirements	29
A0006	Compare C4 requirements against architecture	29
B0057	Draft C4 requirements documents	29
A0005	Brief commanders, staff, or appropriate agencies on status of architecture or integration actions	29
B0055	Develop technical solutions for C4 requirements	24
B0051	Conduct C4 requirements meetings	24
C0071	Brief commanders, staff, or appropriate agencies on status of C4 projects	19
A0036	Recommend technical solutions	19
A0032	Prepare briefs for commanders or staff	19
C0106	Establish or maintain C4 program or project files	14
B0056	Draft agendas, minutes, or notifications for C4 requirements meetings	14

TABLE A6
CSIR MONITOR JOB

TASKS		PERCENT MEMBERS PERFORMING (N=5)
D0184	Maintain CSIRs files	100
D0183	Maintain CSIRs drawing indexes	90
D0177	Establish CSIRs files	70
D0205	Verify accuracy of CSIRs drawing indexes	60
D0185	Maintain CSIRs transmittal suspense logs	50
C0121	Obtain C4 systems installation record (CSIR) updates	50
D0191	Manage or maintain CSIR programs	50
B0062	Process C4 requirements	40
D0174	Coordinate review of CSIRs drawings with appropriate agencies	40
A0030	Participate in C4 planning meetings	40
D0169	Complete transmittal documents or letters for CSIRs	40
C0104	Ensure installation records are updated at project completion	30
D0199	Perform certification review of CSIRs drawings	30
A0004	Analyze proposed technical solutions	30
G0279	Inventory ADPE	20
C0106	Establish or maintain C4 program or project files	20
G0267	Assist equipment custodians conducting inventories of ADPE	20
A0024	Identify shortfalls in C4 services	20
D0187	Maintain suspense system for annual review of CSIRs	20
B0047	Assist customers in completing requirements documents	20
B0065	Request technical solutions for C4 requirements	20
K0451	Maintain publication libraries	10
C0165	Verify availability of project materials	10
C0078	Coordinate completed program actions, such as equipment accountability transfers, with appropriate agencies	10
G0268	Audit ADPE upon receipt	10
C0076	Coordinate C4 project support requirements with appropriate agencies	10
A0007	Compile data for C4 planning documents, such as blueprints	10

TABLE A7

ARCHITECTURE/INTEGRATION SUPERINTENDENT JOB

TASKS		PERCENT MEMBERS PERFORMING (N=5)
K0455	Research information or data utilizing computer networks, such as the INTERNET or WWW or CD ROMs	100
K0443	Initiate correspondence	100
A0032	Prepare briefs for commanders or staff	80
I0388	Plan briefings, conferences, or workshops	80
I0391	Review drafts of instructions, manuals, or other directives	80
K0463	Write trip reports	80
K0462	Write minutes of general briefings, conferences, or meetings	60
K0457	Safeguard classified materials or documents	60
A0005	Brief commanders, staff, or appropriate agencies on status of architecture or integration actions	60
K0452	Maintain or update status indicators, such as boards, graphs, or charts	40
I0358	Draft agendas for general meetings	40
K0442	Initiate classified reports, messages, or documents	40
I0399	Write staff studies, surveys, or routine reports, other than training or inspection reports	40
I0387	Manage use of computer systems	40
K0441	Identify and report suspected security compromises	40
K0458	Set up personal computers	40
A0001	Analyze command, control, communications and computer (C4) Intelligence Surveillance Reconnaissance (ISR) architecture framework	40
I0355	Develop or establish work schedules	20
I0354	Develop or establish work methods or procedures	20
I0350	Determine or establish work assignments or priorities	20
C0153	Review ACIMS data	20
C0166	Verify completion of IP taskings	20
A0017	Develop C4 architecture	20

TABLE A8

UNIT TRAINING SUPERINTENDENT JOB

TASKS		PERCENT MEMBERS PERFORMING (N=5)
J0424	Maintain training records or files	100
I0377	Evaluate personnel for promotion, demotion, reclassification, or special awards	100
I0384	Inspect personnel for compliance with military standards	100
I0382	Initiate actions required due to substandard performance of personnel	100
J0410	Determine training requirements	80
J0425	Monitor CDC progress	80
J0409	Counsel trainees on training progress	80
I0397	Write recommendations for awards or decorations	80
I0381	Evaluate workload requirements	80
I0385	Interpret policies, directives, or procedures for subordinates	80
I0346	Counsel subordinates concerning personal matters	80
I0376	Evaluate personnel for compliance with performance standards	80
J0428	Plan or schedule training	80
J0420	Evaluate progress of trainees	60
I0339	Assign personnel to work areas or duty positions	60
I0345	Conduct supervisory performance feedback sessions	60
I0396	Write or indorse performance reports or supervisory appraisals	60
I0357	Direct training activities	60
I0380	Evaluate work schedules	60
I0365	Establish performance standards for subordinates	60
K0459	Sponsor new personnel	60
I0344	Conduct supervisory orientations for newly assigned personnel	60
I0363	Establish continuity folders	60
I0383	Initiate personnel action requests	60
K0461	Update appointment letters	60
J0403	Brief organizational personnel concerning training	40
E0215	Develop task orders for existing contracts	40
J0419	Evaluate personnel to determine training needs	40
I0355	Develop or establish work schedules	40
J0400	Administer qualification training packages (QTPs)	40
J0406	Conduct OJT	